



TOWN of GRAFTON
Grafton Memorial Municipal Center
30 Providence Road Grafton, MA 01519
www.grafton-ma.gov

Grafton Public Library Board of Library Trustees

SPECIAL Joint Meeting with FinCom MEETING

NOTICE / A G E N D A

Wednesday, March 15, 2023 6:30 p.m. via ZOOM

HYBRID: 30 Providence Road, Grafton MA 01519

And ZOOM (link on FinCom Agenda)

- I. Call to Order**
- II. Presentation of Proposed FY24 Library Budget**
- III. Public Input**
- IV. Adjournment**

2023 MAR 13 AM 11:10

RECEIVED TOWN CLERK
GRAFTON, MA

GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Mission

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain. At the Grafton Public Library, residents will find a place to come together to share interests, ideas and experiences.

Library Governance

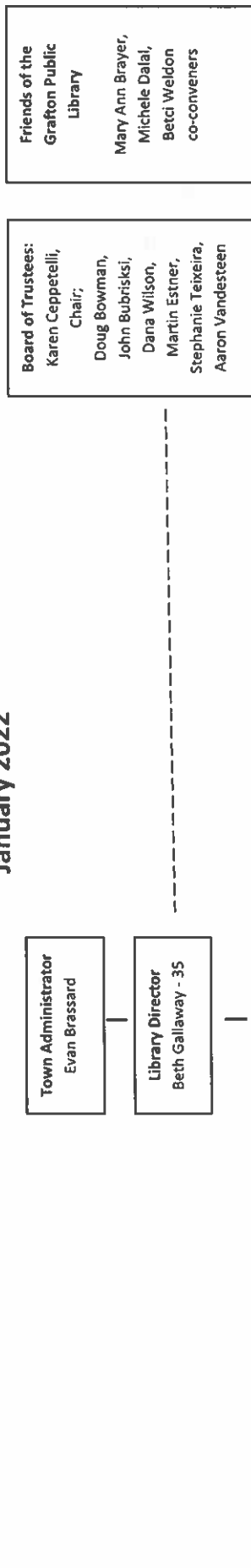
The Board of Library Trustees consists of 7 members elected from the community, charged with stewardship of the Library. They develop the Library's Long Range Plan. They meet on the second Thursday of each month at 7 pm in the Grafton Municipal Center at 30 Providence Road. Meetings are open to the public. The agenda for each meeting is posted at the Municipal Center and online. Minutes are available online, at the Library, or from the Grafton Town Clerk's office.

Operating Hours

The Library is open to the public 6 days a week, Mon-Thu 10-9, and Fri & Sat 10-6, for a total of 60 hours per week. Board of Library Trustee policy dictates 6 staff members scheduled all open hours, department closure with less than 5 people, and library closure if less than 4 people in the building.

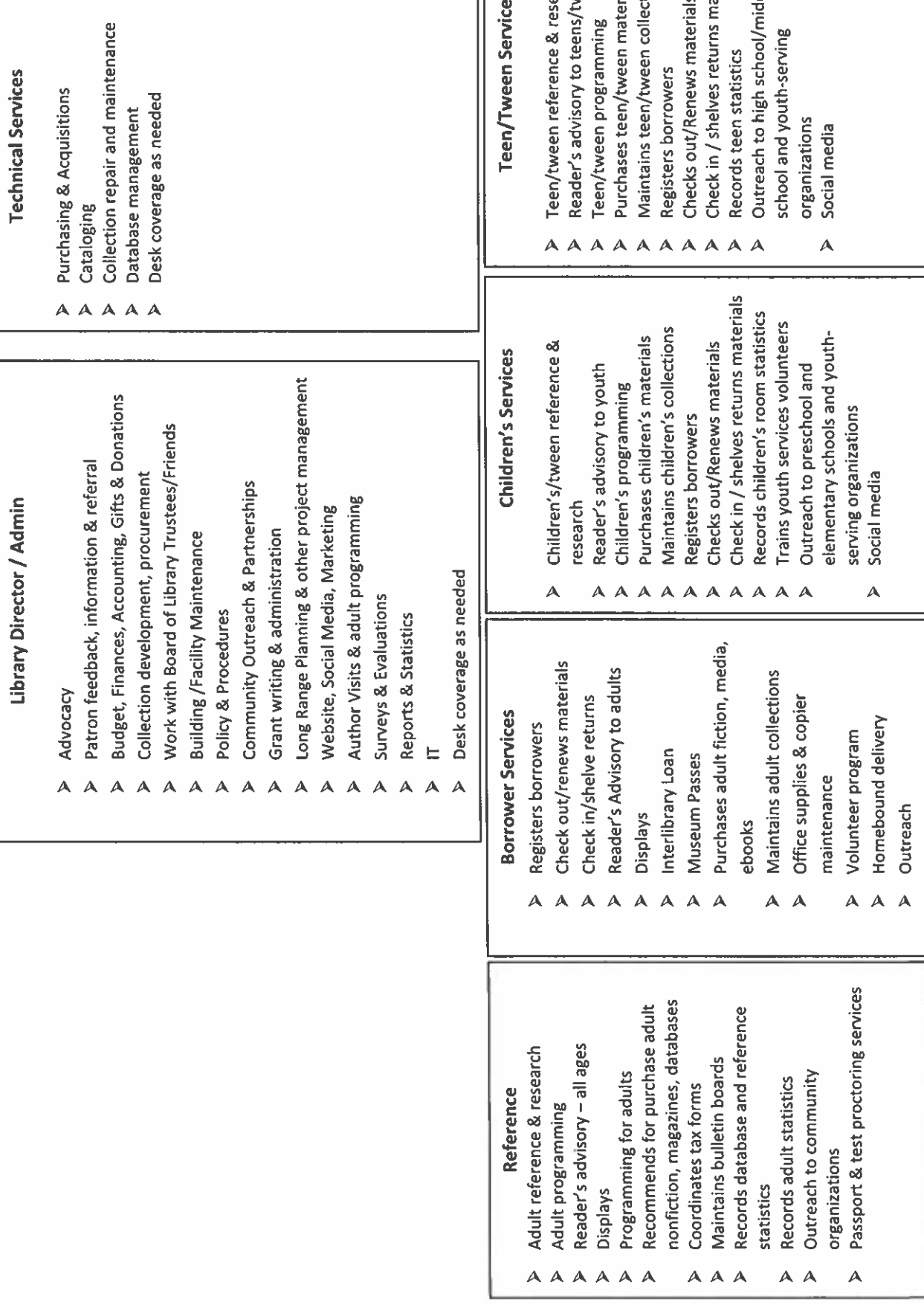
GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

January 2022



GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Programs and Services



LIBRARY - 610 - SUMMARY

Department Description:

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain.

OPERATING COSTS		FY24				\$0.00	
BUDGET ITEM	FY22 Actual	FY23 REQUEST	DEPT. REQUEST	TOWN ADMIN.	\$ CHANGE	% CHANGE	
Personnel		\$ 672,354.00	\$853,185	\$ -	\$853,185	\$ (1.00)	
Expenses		\$ 214,900.00	\$252,871	\$ -	\$252,871	\$ (1.00)	
Equipment		\$ -	\$0	\$ -	\$ -	\$ -	
Total		\$ 975,000.00	\$1,106,056		\$1,106,056	\$ (1.00)	

comparisons made using the Town Admin budget

Budget Statement:

The FY24 Library budget request meets all MBLC State Aid program requirements. The Public Library is mandated by MA state law to grow the budget by the average Total Appropriated Municipal Income (TAMI) over 3 years plus a 2.5% increase (estimated at FY24) and, in addition, to spend a proportional percentage of our budget on educational materials (items for patron use). The MAR is figured by adding personnel, expenses and equipment totaling \$962,268 by .14942528, for a total of \$143,787.16 required to be spent on educational materials and periodicals, or 13% of a budget of \$1,106,056. To keep this budget low, we have figured only a 13% MAR which requires the Library to stay open 2 more service hours per week to meet State Aid requirements. As anticipated, the introduction of multiple meeting rooms, additional restrooms, more floor space and more foot traffic have resulted in an increase in demand for patron services, office supplies, building maintenance supplies, and utilities (offset by green power initiatives). The many new systems, automated to reduce staffing requirements, have annual service contracts and maintenance fees. This budget implements the step system established in FY22. Budget strategies include putting more funding into staffing and relying on revolving accounts and State Aid to supplement some operating expenses, including marketing, professional development, dues and memberships, and professional and technical. We thank the Town Administration, finance committee and voters for recognizing the many new duties, tasks and skills necessitated with the new building and its systems and equipment.

PERSONNEL	0				CHANGE
	FY2020	FY2021 BUDGET	DEPT. REQUEST	TOWN ADMIN.	
Managerial	\$ 1.00	1.0	\$ 1.00		
Clerical	\$ 0.50	0.8	\$ 0.80		
Professional/Technical	\$ 8.50	12.2	\$ 18.00		
Total	\$ 10.00	12.0	\$ 19.80		

Goals:

To continue to serve the Grafton population with high quality library programs and materials. The Grafton Public Library move to a newly renovated and expanded \$16.6 million 26,000 sq. ft. facility in FY22, striving to provide the same level of services that it always has. Please see the 2024 Action Plan, which has updated Library goals and supporting activities to meet those goals.

LIBRARY - 610 - ORGANIZATIONAL CHART & ESSENTIAL FUNCTIONS

LIBRARY - 610 - ORGANIZATIONAL CHART & ESSENTIAL FUNCTIONS

The Grafton Public Library is managed by a Library Director who is appointed by the Town Administrator, but also answers to a Board of Library Trustees. The Director is responsible for managing all aspects of the public library including procurement, circulation, budgeting, programming, payroll duties, scheduling, etc. They are also responsible for any reporting requirements set forth by the state Massachusetts Board of Library Commissioners. In addition, the Director supervises all personnel within the Library department. The Technical Services Librarian is responsible for maintaining the CW MARS library database and materials acquisition. The Administrative Assistant is responsible for all Trustee and Director correspondence, meeting minutes and agendas, and social media and publicity. The Accounts Manager is responsible for bill preparing, daily finances, invoicing for lost materials, mail and the periodicals order. The Borrower Services Librarian is responsible for all aspects of circulation and adult services and supervises 4.5 FTE. The Reference Librarian manages all library statistics and oversees programming for adults, and supervises .5 FTE. The Teen Services Librarian manages all aspects of the teen department, represents the Library at town and school functions, and supervises .5 FTE. The Children's Librarian is responsible for services to children ages 0-12 and their caregivers, represents the Library at town and school functions and supervises 3 FTE.

LIBRARY - 610 - DETAIL

PERSONNEL

Line Item		FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA	
		\$	\$	\$		
5112	Department Head Salary Full Time Department Head with a MSLS managing a 26,000 sq. ft. facility and up to 18 FTEs. The Library is open 60 hours, 6 days a week. Request does not reflect additional tasks and duties and increased scope of work with the growth in building and staff. The current Library Director has a master's degree, over 25 years of experience in public libraries, over 20 years of management experience, and over 10 years of experience in Library administration. The Director is capped at grade 7 step 12 and is slated to receive a 2% increase. GOAL: Maintain State Aid Certification requirements for a MLS library director.	84,922.00	90,473.00	91,928.20		102%
5114	Permanent Full Time Personnel Includes nine (9) full-time employees, five (5) with a Masters in Library and Information Science. Library Department heads are responsible for public services and supervising the activities of part-time staff and volunteers. The American Library Associations' recommended entry level salary for an MLS Librarian is \$47,957/year, or \$26.24 per hour, while the 2021 Occupational Outlook Handbook recommends \$58,000 or \$28/hr as of 2019. These full-time employees need 80% of their time off the desk to manage the department, and are required to staff the public service desk due to schedule gaps, delaying completion of their work and prohibiting new initiatives. Request includes increase in hours for 1 staff member to move from 19 to 35 hours with benefits. Step raises were implemented from FY24 rates provided by accounting. GOALS: Meet Board of Library Trustee's Minimum Staffing Policy requirement. Cover five service desks 60 hours a week to meet next level MAR of 13% and allow coverage for off-desk time for management level staff to plan and evaluate programs, collections and services and manage staff and projects. Attract skilled candidates with competitive salaries. Retain valued employees. Provide a living wage.	373,845.00	457,828.00	527,217.60		115%
5115	Wages Part-time Personnel Includes 10 part-time employees (5 with Master's degrees) and 3 on-call temps (all with Master's degrees). Request includes 1 new hire to cover 18 hours hours in the Teen Room, and a budget for on-call temps to cover staff leave time. Step raises were implemented from FY24 rates provided by accounting. GOALS: Meet Board of Library Trustee's Minimum Staffing Policy requirement. Cover five service desks 60 hours a week to meet next level MAR of 13% and allow coverage for off-desk time for management level staff to plan and evaluate programs, collections and services and manage staff and projects. Attract skilled candidates with competitive salaries. Retain valued employees. Provide a living wage.	245,000.00	160,826.00	234,039.00		146%

PERSONNEL TOTAL \$ 703,767.00 \$ 709,127.00 \$ 853,184.80 \$ 120%

LIBRARY - 610 - DETAIL

EXPENSES 1 OF 6

Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5210 Energy	\$ 33,500.00	\$ 35,198.00	\$ 10,000.00	\$0.00
Heat & Electricity. Large credit from Ngrid still.				
GOAL: Provide a safe, attractive facility, e.g. maintain comfortable temperature and humidity and appropriate interior and exterior lighting.				
5230 Non-Energy Utilities	\$ 1,600.00	\$ 2,000.00	\$ 1,600.00	
Sewer. Bills in first quarter totalled around \$500, anticipating \$2,000 annually due to increase in number of restrooms and watering of new plantings.				
GOAL: Provide a safe, attractive facility, e.g. sanitary, functioning restrooms, library garden & attractive landscaping.				
5240 Repair & Maintenance	\$ 11,000.00	\$ 23,090.00	\$ 23,090.00	
All costs increasing due to increased floor space, more parking lot and walkways to salt and sand, more bathrooms and kitchens, new HVAC units, increased grounds maintenance, landscaping (tree trimming, shrub maintenance and library gardens), green roof maintenance, recurring charges: annual gutter cleaning, elevator and fire system inspections, custodial supplies, snow and ice removal, collection maintenance & disc repair.				
GOALS: Provide a safe, attractive facility, e.g. clean, sanitary, maintained interior/exterior. Add new materials, and repair old library materials when possible.				
Pest Control \$95/month x 12 mo	\$ 1,140.00			
HVAC \$11000	\$ 11,000.00			
Green Roof maintenance	\$ 1,000.00			
Gutter cleaning	\$ 250.00			
Fire Inspection	\$ 500.00			
Elevator inspection	\$ 1,000.00			
Elevator service contract	\$ 800.00			
collection maintenance supplies	\$ 1,500.00			
custodial supplies	\$ 1,800.00			
sand for winter season	\$ 2,100.00			
misc plumber/electrician	\$ 2,000.00			

LIBRARY - 610 - DETAIL

EXPENSES 2 OF 6

Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5248 Contracted Services	\$ 22,500.00	\$ 61,296.00	\$ 59,013.00	\$0.00
Includes CW MARS network membership & digital content service, database authentication, contracts for alarm monitoring, new AMH and self-check systems support and licensing, movie license, & public computer software licenses.				
GOALS: increase patron access to materials through the C/W MARS library network that provides a shared catalog to facilitate reciprocal borrowing and statewide delivery. Provide security to patron computers to reduce risk, reduce maintenance, and ensure a uniform experience for visitors. Maintain self-check, AMH and inventory control for speed, efficiency, accuracy, loss prevention, and patron privacy. Provide an efficient, accessible, user-experience driven, mobile friendly, attractive web presence.				
C/W MARS membership:	\$ 21,811.00			
Database authentication (EZProxy)	\$ 1,000.00			
Bibliotheca (AMH & Self-Check)	\$ 28,500.00			
American Alarm monitoring	\$ 1,000.00			
Swank Movie License (public)	\$ 450.00			
Hootsuite (social media)	\$ 174.00			
Canva account (graphics creation)	\$ 120.00			
Wowbrary	\$ 375.00			
Constant Contact (marketing)	\$ 800.00			
BeanStack (summer reading web hosting and domain renewal)	\$ 800.00			
Fire Suppression maintenance	\$ 530.00			
Deep Freeze license for 43 public use Internet computers	\$ 400.00			
	\$ 3,053.00			

LIBRARY - 610 - DETAIL

EXPENSES 3 OF 6

Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5270 Rentals & Leases				\$0.00
Mailbox rental, \$160; Xerox copier, \$800 per month = \$9,600 annually - Recommendation to fund copier lease from State Aid in FY24.	\$ 250.00	\$ 160.00	\$ 100.00	
5300 Professional and Technical				
Staff development & recruitment, including physicals & certificates. Estimated at \$560 for 1 physical, 3 para certifications. Recommendation is to fund from State Aid in FY24.	\$ -	\$ -	\$ -	
5311 Marketing				
Marketing is a major initiative in our Long Range Plan. National Night Out & School visit incentives, \$600. Recommendation is to fund from State Aid in FY24.	\$ 1,172.05	\$ -	\$ -	\$ -
GOAL: Increase the reach and use of the library. Ensure every GPS student has a Library card.				
5330 Conference/Seminar Fees				
Cost of attending VIRTUAL local, state and national library conferences/symposiums and professional development is \$300-500 per staff member. Recommendation to fund from State Aid in FY24.	\$ 1,701.50	\$ -	\$ -	\$ -
GOAL: Each staff member will attend 4 professional development sessions annually. Director will have opportunity to attend MLA and NELA annually and ALA OR PLA in alternating years. Department heads will have the opportunity to attend chapter (MLA) or division (YALSA, ALSC) conference every other year. Recommendation to fund from State Aid in FY24.				
5340 Communications				
Telephone & postage. We need telephone service to provide services remotely, and for safety and security to reach police/fire. We mail overdue notices after exhausting electronic communication methods to patrons with overdue materials so materials will get returned.	\$ 3,750.00	\$ 4,300.00	\$ 3,480.00	
GOALS: Serve patrons through remote reference/reader's advisory via telephone. Communicate via mail when necessary. Recoup lost and overdue items.				
Zoom account (remote meeting)	\$ 180.00			
Verizon @ \$50/month	\$ 600.00			
Marketspark @ \$110/month	\$ 1,300.00			
Postage @ 100/month	\$ 1,400.00			

LIBRARY - 610 - DETAIL

EXPENSES 4 of 6

Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5420 Office Supplies	\$ 5,000.00	\$ 4,200.00	\$ 3,800.00	\$0.00
Materials processing supplies (RFID tags, stickers, labels, cases) and office supplies (tape, pens, archival materials, labels, envelopes)				
GOALS: Maintain library collection. Maintain self-check processes for speed, efficiency and, patron privacy. Provide patrons and staff materials to do their library-related work.				
RFID tags for new materials	\$ 1,400.00			
materials processing supplies	\$ 1,200.00			
office supplies	\$ 1,200.00			
5515 Educational Supplies	\$ 112,000.00	\$ 127,000.00	\$ 135,000.00	
The library circulated 92,513 educational materials in print, media & digital formats in FY22, and had 16,522 uses of electronic collections. The MAR is figured by adding personnel, expenses and equipment totaling \$962,268 by .14942528, for a total of \$143,787.16 to be spent on educational materials and periodicals, or 13% of a budget of \$1,106,056. Allocations are on sheet 3.				
GOALS: Meet State Aid requirements for Materials Expenditure and MAR. Maintain Library Certification. Increase circulation annually. Increase holdings. Diversify breadth, depth and format of materials available.				
5516 Periodicals	\$ 8,000.00	\$ 8,028.50	\$ 8,788.00	
The library circulated 393 periodicals from over 100 subscriptions in FY22. Periodicals are included as educational materials for State Aid calculations. This budget includes professional journals for selection of library materials.				
GOALS: Meet State Aid requirements for Materials Expenditure and MAR. Maintain Library Certification. Increase circulation annually. Increase holdings. Diversify breadth, depth and format of materials available.				

LIBRARY - 610 - DETAIL

EXPENSES 5 of 6

Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5710 Instate Travel	\$ 1,000.00	\$ 600.00	\$ 600.00	\$0.00
<p>Traveling to meetings and roundtables is essential to forming local policy with our network, seminar, symposium and conferences are vital to our professional development. Staff are required to attend one professional development session per quarter and off-site meetings for Users Council, technical services roundtable, etc which are sometimes an hour away. The Library Director attends the New England and Massachusetts library association conference and ALA when possible. Mileage reimbursements for homebound delivery, in-person meeting requirements and travel for purchases, or delivery/travel to local schools, estimated at up to \$600.</p> <p>GOALS: Library staff are up to date with best library practices and on trend for cutting edge library services. Each staff member will attend 4 professional development sessions annually.</p>				
5717 Programs	\$ 15,000.00	\$ -	\$ 8,000.00	
<p>In FY22, the Library hosted X live remote to X people & X recorded virtual programs had X views. Including our DIY programs, we provided X programs to X participants. Proposed allocation includes \$2,000 for teen programs (crafts, gaming, Dungeons & Dragons, movie night); \$3,000 for children's programs (music, storytime, crafts, STEM, author visits, movie night, performers); \$2,000 for adult programs (lectures, ukulele, movies, coloring, crafts, authors) and \$1,000 for all ages programming. Programming is supplemented by Friends funding, gifts, donations, and grants.</p> <p>GOALS: increase youth literacy, provide 1,000 books before kindergarten program, increase technology programming, increase cultural and arts programming, add new adult programming.</p>				

LIBRARY - 610 - DETAIL					
EXPENSES 6 of 6					
Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA	
5730 Dues and Memberships					
These memberships provide access to free and discounted webinars, symposiums and conferences that are vital to our professional development. Digital Commonwealth membership allows for digitizing of library materials such as yearbooks. Total: \$1,670, recommendation is to fund from State Aid in FY24.	\$ 1,711.00	\$ -	\$ -	\$ -	\$0.00
GOALS: Library staff are up to date with best library practices and on trend for best practice and cutting-edge library services. Each staff member will attend 4 professional development sessions annually.					
Digital Commonwealth	\$300				
Director, ALA/PLA/YALSA	\$200				
Director, MLA + NELA	\$170				
Head of Childrens, ALA/ALSC	\$200				
Head of Teen Services, ALA/YALSA	\$200				
Head of Reference ALA/RUSA	\$200				
Head of Borrower Services, MLA	\$200				
Paralibrarian, MLA for 3 staff	\$200				
EXPENSES TOTAL	\$ 217,184.55	\$ 265,244.00	\$ 252,871.00	\$ -	
LIBRARY - 610 - DETAIL					
EQUIPMENT					
Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA	
5880 New Equipment					
recommendation is to fund from State Aid in FY24.	\$ -	\$ -	\$ -	\$ -	\$0.00
GOALS: Provide access to technology for staff and public. Reduce staffing needs with self-service options for patron computing and printing.					
EQUIPMENT TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -
DEPARTMENTAL TOTAL	\$ 920,951.55	\$ 974,371.00	\$ 1,106,055.80	\$ -	

[illegible]

[illegible]

FY24 EDUCATIONAL MATERIALS & PERIODICALS ALLOCATION

	13% TARGET	\$ 143,787.16	
COLLECTION	Allocation	Staff Oversight	
A NF	\$ 18,000.00	Beth, Heidi, Eric	
A FIC (Regular & Large Print)	\$ 18,000.00	Kara	
A Graphic	\$ 4,000.00	Beth, Kara	
A Audiobooks	\$ 6,000.00	Kara	
A DVD	\$ 8,000.00	Kara	
A Music	\$ 2,000.00	Kara	
Video Games	\$ 3,000.00	Allison	
Kits/Misc	\$ 2,000.00	ALL	
Databases	\$ 19,000.00	ALL	
eBooks & eMedia	\$ 18,000.00	Kara	
YA	\$ 12,000.00	Allison	
Tween	\$ 5,000.00	Sarah/Allison	
Childrens	\$ 20,000.00	Sarah	
Periodicals	\$ 8,788.00	Beth, Kara, Allison, Sarah	
	\$ 143,788.00		



2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

At the end of 2022, the Grafton Public Library was still completing punch list items for the Library's expansion and renovation project and has not received a permanent certificate of occupancy due to ADA non-compliance for counters and sinks; the architect and construction company will be remediating this issue in early 2023.

The Library was open 2,869 hours over 287 days in 2022, including 827 hours after 5pm and 396 Saturday hours, and surpassed the required to be open for 38 weeks of the year. The Library is open 60 hours per week: Monday through Thursday from 10 a.m.–9 p.m. and Friday and Saturday from 10 a.m.–6 p.m. Staff continued to provide remote and in-person reference and reader's advisory and live and recorded virtual, DIY and passive programming. We continue to offer home delivery and no-contact curbside pickup service for library materials upon requests, and offered a socially-distanced monthly visit to Crescent Manor. Download the C/W MARS app online at www.cwmars.boopsie.com.

The Library circulated 140,310 physical items and 36,421 digital items. We checked out 120 packets from our seed library and 683 museum passes. Our security gates caught 1,872 instances of a patron exiting without checking an item out – we did lose an Oculus virtual reality headset, which we will not be replacing.

We issued 1,132 local cards in 2022, and another 46 cards were issued to Grafton residents from other libraries, totaling 1,178 new or replacement cardholders. Residents with library cards total 8,985; 9,695 borrowers hold Grafton cards beginning with the 27445 prefix. We continued to offer online borrower registration as well as Internet-only cards so patrons could access online resources such as OverDrive. A library card is free to any person who lives, works, or owns a business/property in Massachusetts; proof of residency is required. Replacement cards cost \$1 and this fee is waived in September during National Library Card Sign Up month.

Library programs totaled 382 programs for 4,997 attendees. We offered story times arts and crafts, STEAM programs, and book discussion groups for all ages, GUM Jam, ukulele and Knitting Etc. for adults, and an all-ages Community Read. We debuted a sewing club for tweens and an Anime Club and Manga club for teens and tweens. Our Library Summer Program was hybrid, with online registration, activities, badges, raffles and reading logs offered via BeanStack, and in-person programs for all ages. The 2022 Library Summer Program had 161 new registrations between June 1 and September 4. Participants completed 586 activities and earned 409 badges; participants read 992 books and tracked 146,056 pages.

Wi-Fi was available 24/7 from the building and grounds, but we did not have a way to track usage; we estimate 100 logins to the wi-fi each month. 2,726 people used library public access computers. We have laptops that we are unable to deploy for in house use while we wait for IT to provide a dedicated server to manage them. Printing, faxing, and laminating was offered for a fee; scanning and shredding are free. Notary and passport acceptance are still suspended. Staff continued to offer technology assistance, reader's

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

advisory, and reference help in person and remotely via phone, email, and Facebook messenger.

We answered 1,790 reference questions and placed 7,931 holds for patrons. We had database uses. The state provided access to new databases including Pebble Go, and ; we ended our subscriptions with Hoopla (digital content) and Freegal (music) at the end of the year.

RETURN ON INVESTMENT

The value of circulating materials in 2022 was \$ 1,444,503.21. Calculate the value of your household's library use online at:

https://www.swissarmylibrarian.net/librarycalculator/valuecalc_popup.html

2022 STATS AT A GLANCE

- **67,116** items owned, up 4.8%
- **140,310** items checked out, up 114%
- **36,421** e-items circulated, up 54%
- **683** museum pass checkouts, up 69%
- **17,949** items received via delivery from other libraries, down 41%
- **10,285** items sent to other libraries via delivery, up 9%
- **69,483** visitors, up 323%
- **1,178** cards issued, up 115%
- **8,985** 27445 cardholders, down 3.8%
- **9,695** Grafton resident cardholders, down 6.9%
- **382** programs, up 53%
- **4,997** attendees, up 67%
- **718** public meeting room bookings, up 755%
- **1,632** meeting room attendees, up 155%
- **58** unique volunteers, up 123%
- **1,034** hours volunteered, up 462%
- **2,726** computer uses, up 600%
- **1,790** reference questions, up 375%
- **7,931** holds placed by staff
- **76,033** website hits, up 30%
- **121,939** page views, up 24%
- **17** notarizations, up 6%

BENEFITS OF THE LIBRARY

The Library provided access to a collection of over 67,000 items in various formats for children, teens, and adults, including books (large print, graphic novels, manga, English Language Learner (ELL) resources, fiction, non-fiction, easy readers, picture books, board books for babies, and more); magazines for all ages; audiobooks in CD and MP3 format; music CDs; movies and television series on Blu-ray and DVD; membership passes to local museums and attractions; board, card, and video games for all ages; and a variety of kits and equipment, such as a metal detector, banjo, telescope, home energy assessment kits, binoculars, lawn games, programmable robots, and more.

Online Services and Database Statistics

Ancestry.com: 5,419 searches, 55% decrease

Online genealogy database - access in-library only.

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

AWE – 2,975 uses, 182% increase.

Early Literacy Workstation - access in-library only.

BookFlix: 120 sessions, 56% decrease

Streaming eBooks from the Scholastic catalog, paired fiction and nonfiction for children - access at ezgf.ez.cwmars.org:21843/login?url=https://digital.scholastic.com/site/launch/bkflix/?ucn=600019967

ComicsPlus: 1,059 titles downloaded, 1,146% increase

Comics, manga, and graphic novels in eBook format for all ages, always available - access at griftonpublicma.librarypass.com/

Freegal: 1,137 songs streamed, 50% decrease, discontinued at the end of 2022.

Streaming music database.

Gale databases: 1,160 searches, 56% decrease

General interest and subject specific databases provided by the Commonwealth - access at www.galepages.com/mmln_c_graftpl/all or download the Access My Library app for Gale databases at <https://support.gale.com/tools/aml>

Hoopla: 3,799 titles streamed 3,939, 4% increase – discontinued at the end of 2022.

Streaming music, audiobooks, television series and movies - access at www.hoopladigital.com or download the Hoopla App on iTunes or Google Play
Discontinued at the end of 2022.

MA Driving Tests: 18 sessions, 50% decrease, free service

Practice exams for the MA driving test - access at griftonlibrary.driving-tests.org/massachusetts/

Pronunciator: 437 sessions, 7,183% increase

Language learning software – learn 163 languages in 101 languages.
– access at https://login.ezgf.ez.cwmars.org:21843/login?url=https://learning.pronunciator.com/getstarted.php?library_id=20182 or download the Pronunciator Language Learning app: www.pronunciator.com/go-mobile

Teachables: 501 sessions, 22% increase

Scholastic collection of materials for homeschoolers and educators – worksheets, lesson plans, bulletin board content and more. – access at ezgf.ez.cwmars.org:21843/login?url=https://digital.scholastic.com/site/launch/tcb?ucn=600019967

Teen Health Resource: not tracked

Database of teen health and wellness topics, including disease, mental health, financial literacy, sexuality, and more - access at online.omnigraphics.com/login/gouHXjGwtyo=

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

Tutor.com: **467** sessions, 397% increase
Free tutoring daily for all ages in many subject areas, plus essay and resume review, from 3–9 p.m. daily. Access at www.tutor.com/grafton or download the app at www.tutor.com/mobile

In addition to offering eBooks, music, movies, and online learning at graftonlibrary.org, the Library continues to increase its social media presence across multiple platforms. Friend or follow the Grafton Public Library on the following sites!

- www.facebook.com/GraftonPublicLibraryMA/ - 2,121 followers
- www.instagram.com/graftonpubliclibrary - 713 followers
- www.tiktok.com/@graftonpublib - 647 followers
- www.twitter.com/graftonpublib - 425 followers
- www.pinterest.com/graftonpublib - 423 followers
- www.youtube.com/graftonpublic - 105 subscribers

GRANTS and GIFTS

The Town of Grafton received a disbursement of \$2,444,882.00 from the Massachusetts Board of Library Commissioners for the MA Public Library Construction Program.

The Library received \$23,331.25 from New England Low Vision for magnifiers, low vision hardware and software, and training.

The Library received \$1,550 from the Grafton Cultural Council for library programming.

The Library received \$1,000 from the Coalition for a Healthy Greater Worcester for Emotional Wellness Week.

The Library received three State Aid grants in two payments, totaling \$32,298.44, from the Massachusetts Board of Library Commissioners. This money is appropriated from resident taxes and administered by the Board of Library Trustees.

State Aid Funding is dependent on several requirements:

- Municipal Appropriation Requirement: the annual Total Municipal Appropriated Income (TAMI) is a minimum of the average of the last 3 years plus 2.5%;
- Meet the minimum Standards of Service for operating hours, materials expenditure, and more; and
- Report statistics annually.

Not meeting these terms results in loss of state aid, loss of grant opportunities, loss of awarded grant funds, and loss of reciprocal borrowing privileges. More about State Aid is online at <https://mbic.state.ma.us/programs-and-support/state-aid-and-arls/>.

The Replacement Library Materials (Lost Items) accounts had \$-90.55 at year's end, and the Library Materials account had \$3200.90 at year's end. There is \$160.86 remaining on the SHRAB grant.

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

The Library Gift Account had \$34,840.70 at year's end, \$10,000 of which was annual contributions from the Friends that was deposited to the Gift Account for museum passes, the Library Summer Programs, staff hospitality and two OWL remote meeting cameras. The Friends hosted multiple book sales in addition to the ongoing sale in the Friends Corner, and sold bookmarks, branded notebooks and pens, greeting cards, LEGO library kits, and book bags as well as book bundles.

The Capital Campaign continues to accept donations and pledges. Donations may be sent to GPL Capital Campaign PO BOX 387 GRAFTON MA 01519.

PERSONNEL

Donna Bates-Tarrant, head of technical services, retired in June after 22 years of service. Susan Leto, head of circulation, retired in June after 19 years of service, but has continued to temp. Kate Kazlaskus resigned as Adult Services Librarian – Reference in June.

Sarah Slocum was appointed as part-time permanent Teen Librarian in March.

Mary Bowen, Deborah Jackson, Sarah Leveille, and Eric Lindstrom were appointed as temps in March.

Deborah Jackson-Moore was promoted to permanent part-time and replaced Beth Patch as the Library's Administrative Assistant and Trustee Scribe in June 2022.

Eric Lindstrom was promoted to permanent part-time replaced Kate Kazlaskus as Adult Services Librarian--Reference in June 2022.

Kara Dzindolet was appointed as Head of Borrower Services Librarian, replacing Susan Leto, in August 2022.

Cynthia O'Neil was appointed as Adult Services Librarian--Technical Services, replacing Donna Bates-Tarrant, in September 2022.

Marilyn Wilcox dropped from 20 to 12 hours in November, and Stacie Herbert increased to 20 hours. Multiple staff received longevity pins for 1, 5, 10, and 15 years of service from Town of Grafton.

Staff unionized in June 2022. Negotiations begin after the new year.

VOLUNTEERS

Staff oversaw 58 unique volunteers who donated 1,034 hours of service. Volunteers shelved and shelf-read library materials, delivered materials to the homebound, covered books, weeded in the Library's gardens, scanned historical documents, and collated copies.

GRAFTON PUBLIC LIBRARY EXPENSES IN EXCESS OF \$1,000

January 1 2022-December 31, 2022

Town By-laws require each department to disclose expenditures over \$1,000.00. The Library spent over \$1,000 with the following vendors in the 2022 calendar year:

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

Ingram Library Services	\$ 48,767.94
Bibliotheca	\$ 29,858.76
New England Low Vision (reimbursed from grant)	\$ 23,331.25
National Grid	\$ 23,177.33
C/W MARS network	\$ 21,632.00
Massachusetts Library System (Bibliotemps)	\$ 19,389.07
Renaud HVAC	\$ 16,500.00
Midwest Tapes	\$ 15,121.19
OverDrive	\$ 10,219.36
Xerox	\$ 9,099.46
Amazon.com	\$ 7,950.33
Blackstone Publishing	\$ 6,188.40
Library Ideas	\$ 4,994.00
W.B. Mason	\$ 4,108.56
Department of Environmental Protection	\$ 3,435.00
Tutor.com	\$ 3,000.00
Gale	\$ 2,913.20
Scholastic	\$ 2,721.00
American Alarm	\$ 2,247.57
Apple Tree Arts	\$ 2,162.00
First Arkansas Bank	\$ 2,147.64
Eversource	\$ 2,092.45
Animal Adventures (\$1550 reimbursed by GCC)	\$ 1,560.00
Ransford Pest Control	\$ 1,540.00
Demco	\$ 1,470.01
Plymouth Rocket	\$ 1,450.00
W.T. Cox	\$ 1,399.05
Worcester Elevator Co.	\$ 1,385.00
ProQuest	\$ 1,332.40
MarketSpark	\$ 1,297.56
Worcester Telegram & Gazette	\$ 1,181.00

Respectfully submitted,



Elizabeth S. Schreiber,
Library Director



MINIMUM STAFFING REQUIREMENT POLICY



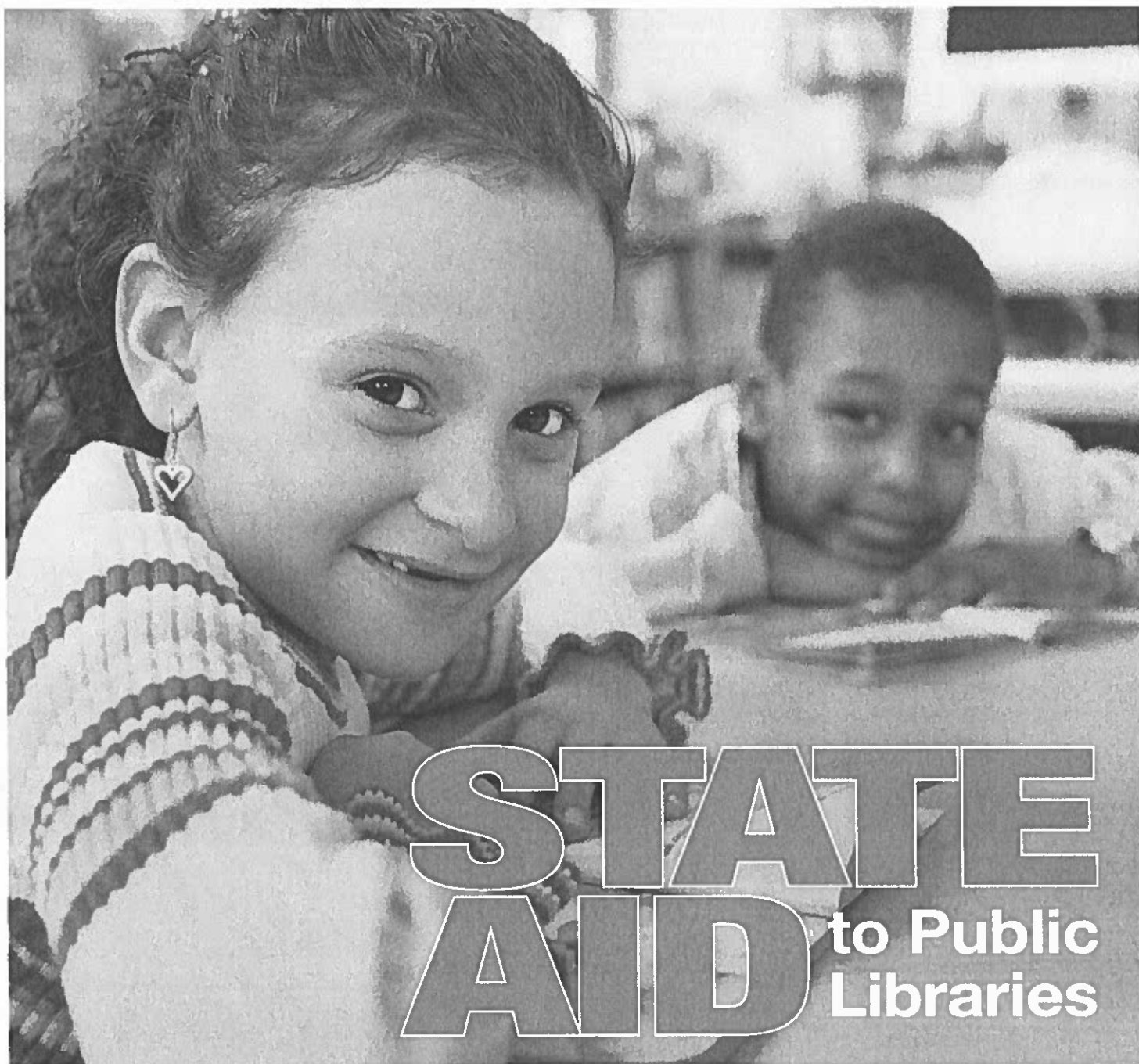
The Grafton Public Library is committed to providing sufficient staffing of the 26,000 square foot Library facility in order to:

- Maintain a high level of quality of service to all patrons; and
- Protect the personal safety of all Library patrons and all Library staff.

The following policy is in force to support these objectives:

1. A minimum of one staff member for each desk (Lobby, Children's Room, Teen/Tween Room, Circulation Desk and Reference Desk) plus one staff member to float/supervise will be scheduled for all hours of operation. A staff member is defined as an employee who provides regular Library services to patrons.
2. If scheduled staff are unavailable to work as scheduled, other staff members will be called in if possible. Services will be curtailed or the Library closed only until such time as the required number of staff becomes available.
3. Volunteers may not replace paid staff members to provide desk coverage.
4. In the event that the minimum staffing requirement is not met, the following steps may be taken:
 - a. If five staff members are available, staff will cover the five service desks.
 - b. If four staff members are available, the space with the fewest number of patrons may close, and Group Study / Tutor Room occupants will be redirected to an open floor.
 - c. If fewer than four staff members are available, the Library will close to the public.
5. The Library Director has discretion to close some or all of the Library based on assessment of staffing, after conferring with the Board of Trustee chair or their designee.
6. In the event of closure, staff will communicate as quickly as possible to the Library Director and the Library Board of Trustees Chairperson the circumstances necessitating the need to curtail or close the Library. The Director or their designee will direct appropriate closure.
7. Staff will post public notice of Room/Library closure on all patron/room entrances and on the Library's website and social media with as much notice as possible. This notice will state time of closing, reason for closing, and anticipated time of reopening.
8. While the Library or a room is closed, scheduled staff will work "off desk" at other Library tasks. Scheduled personnel hours and wages will not be affected, and the hours of work will not be forfeited.

Adopted: Library Board of Trustees, December 2009
Last Revised: March 2, 2016; June 23, 2021; July 25, 2022



STATE AID to Public Libraries

A Guide for Municipal Officials

The State Aid to Public Libraries Program is at the heart of sharing materials across Massachusetts. It gives residents access to 59 million items beyond what any single library owns. This means that residents get more while local communities save money.



Massachusetts **Libraries**
BOARD OF LIBRARY COMMISSIONERS

Why Staying Certified Matters

.....State Aid Certified.....

YES

- State Aid funds can be used in any way that supports the library.*
- Local communities save money.
For example, because the library is State Aid certified, Pittsfield residents were able to borrow more than **27,000 items** from other libraries. If the library had to purchase these items it would cost an estimated **\$270,000**.

MUNICIPALITIES have access to:

- millions of dollars in library construction grants through the MBLC's Massachusetts Public Library Construction Program.
- federal grant money for local needs through the MBLC's Library Services and Technology Act (LSTA) Grant Program.
- the MBLC's Small Libraries in Networks program which provides libraries that serve small communities (population under 10,000) with funding to support their network memberships.

RESIDENTS have access to:

- 59 million items from libraries across the state.
- resources through Library for the Commonwealth at Boston Public Library.
- statewide research databases.



***Use of State Aid Funds**

Funds shall be distributed under the guidelines of the municipal equalization grant program, the library incentive grant program and the nonresident circulation offset program; provided further, that notwithstanding any general or special law to the contrary, any payment made under this item shall be deposited with the treasurer of the city or town and held in a separate account and shall be expended by the public library of that city or town without appropriation. Chapter 46 of the Acts of 2015.

State Aid FAQs: <https://mbc.state.ma.us/programs-and-support/state-aid-and-arls/faqs.php>

?

NO

RESIDENTS have access to:

- their library's own collection.*
- resources through Library for the Commonwealth at Boston Public Library.
- statewide research databases.

** Libraries in certified municipalities are not required to lend library materials to the library in the noncertified municipality (605 CMR 4.01 (6a)). Libraries in certified municipalities are not required to extend reciprocal library services, beyond in-library use of their materials, to residents of the noncertified municipality (605 CMR 4.01 (6b)). Some libraries may choose to lend to non-certified municipalities at the discretion of their trustees.*

Annual Calendar

September

State Aid workshops help librarians complete the program forms.

June

ARIS workshops help librarians complete the statistics survey.

July

Statistics survey opens online to all public libraries.

August

Statistics survey closes; State Aid packets sent to all public libraries.

October

State Aid forms due.

November

Board of Library Commissioners meets and certifies the first group of municipalities meeting all State Aid requirements.

December

Board meets and certifies the next group of municipalities meeting all State Aid requirements.

2019 2020

January

Board meets and reviews petitions and hears presentations of applicants for a waiver of the MAR. *Board certifies the next group of municipalities meeting all State Aid requirements.

February

Board meets and votes on applications for waivers of the MAR.

March

Board meets and hears appeals of MAR waiver denials, if necessary.

April

Board meets and votes on appeals of MAR waiver denials, if necessary.

**Board approval process for libraries meeting all requirements may extend beyond January.*

FY2019 NUMBERS

- Of the **351** municipalities in Massachusetts, **350** have public libraries or share public libraries.
- Of the **350** municipalities with libraries, **345** applied for State Aid to Public Libraries.
- **329** met the State Aid to Public Libraries requirements.
- **16** applied for and received waivers of the MAR, down from **123** in 2011.
- **344** were certified to receive State Aid to Public Libraries.
- **15** received MAR waivers, **1** MAR waiver was not approved.

For information on State Aid funding to individual libraries, waiver recipients and libraries that are not certified see: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls>

Background

The Massachusetts Board of Library Commissioners administers the State Aid to Public Libraries program. State Aid has been awarded to municipalities and their public libraries since 1890 when The Acts of 1890, chapter 347, 'An Act to Promote the Establishment and Efficiency of Free Public Libraries,' established the Free Public Library Commission of Massachusetts. This guide highlights key elements of State Aid to Public Libraries. For complete information, please visit the MBLC website: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls>

**Massachusetts Board of
Library Commissioners**

98 N. Washington Street, Suite 401
Boston, MA 02114
P: 800-952-7403 (in state only)
617-725-1860

mass.gov/libraries

(consumer portal)

mass.gov/mblc

(agency site)

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For More Information

Visit: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls>

Contact: Mary Rose Quinn	X220	maryrose.quinn@state.ma.us
Liz Babbitt	X227	liz.babbitt@state.ma.us

Facts

- The program is voluntary.
- About 98% of the public libraries in Massachusetts participate in the program.
- Municipalities and their public libraries apply to the program annually.
- The program is municipally focused. The requirements apply to local municipal funding of the library, as well as library services.
- The Municipal Appropriation Requirement (MAR) is the required appropriation to the library based on municipal funding (the average of the three prior years' appropriation plus 2.5%).
- When a municipality and its public library apply to the program and meet statutory (MGL, c.78, ss.19A & 19B) and regulatory (605 CMR 4.00) requirements, the Board of Library Commissioners certifies the municipality and its library to participate in the program and State Aid to Public Libraries funding is awarded.
- Certification in the program guarantees borrowing privileges in all other certified public libraries in Massachusetts.

**GRAFTON PUBLIC LIBRARY
MEMORANDUM**

TO: TIM MCINERNEY
FROM: BETH GALLAWAY
SUBJECT: STAFFING HISTORY AND LIBRARY STAFFING NEEDS AS PRESENTED TO
FINANCE COMMITTEE AND BOARD OF SELECTMAN
DATE: 3/21/2019
CC: AARON VANDESTEEN, CHAIR, BOARD OF LIBRARY TRUSTEES; BETH PATCH,
SCRIBE, BOARD OF LIBRARY TRUSTEES

As I told Finance Committee March 9, 2019 Board of Trustees February 27, 2019, and Board of Selectman February 5, 2019 when asked about operating costs for the expanded library facility:

1. Although our building size will more than triple, it is unlikely utility costs will triple due to energy efficient systems, our LEED certification goal, energy efficient appliance rebates, and the MassSave program. Until we select a system, have an accurate schematic design and process to design development, we don't have results from energy models to plug into budget projections. If the budget goes up in any area, the book budget automatically increases to maintain our Municipal Appropriations requirement to allocate 15% of the municipal budget on educational materials.
2. We will absolutely need 1.5 FTE of custodial services. I have alerted the Board, the Administrator, the Trustees, and the Town to the need for custodial services for the new facility during all operating hours since I began the application for the MPLCP grant in 2016. This staffing need has not changed. I have attempted to increase grow staff in the interim so my only new staffing request for the expanded facility would be 1.5 FTE.

I must continue to reiterate that the Grafton Public Library has always been understaffed for the Town's population even by the most basic level of service per national Public Library Standard.

As of March 2019, as we proceeded through the schematic design process, MBLC mandated a service desk for teens with a barrier wall between children's and tween/teen and a circulation desk at the new Main Entrance, necessitating additional staff in the new facility. Details are attached.

--- over ---

I have also included the following for your review:

- Wisconsin Public Library Standards, 6th edition Quantitative Standards by Municipal Population
- Grafton Public Library Staffing History
- 2019 Organizational Charts
- Staff Essential Functions (2018)
- Schematic design for the expanded library facility (3-8-2019)
- Draft Desk Schedule for FY21 (that does NOT include the proposed Main Circulation Desk)
- 2018 Annual Report
- 5-year personnel worksheet (that does NOT include the proposed Main Circulation Desk)

Appendix B

Quantitative Standards by *Municipal Population*

Based on 2016 public library annual report data

Hours Open

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	28	40	46	50	53	56	59	61	63	64	65	66
Tier 2	31	43	48	52	55	59	61	63	64	66	67	68
Tier 3	44	50	54	58	60	63	65	67	68	69	70	71

Volumes Held per Capita (Print)

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	14.8	11.4	9.2	7.7	6.8	5.9	5.0	4.5	3.9	3.2	3.0	2.2
Tier 2	18.4	14.1	11.2	9.5	8.0	6.9	6.1	5.3	4.5	3.4	3.2	2.4
Tier 3	27.4	20.3	16.1	13.1	10.7	8.9	7.5	6.0	4.9	4.2	3.6	3.0

FTE Staff per 1,000 Service Population

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	1.5	1.4	1.2	1.1	0.9	0.8	0.8	0.7	0.6	0.6	0.5	0.4
Tier 2	1.8	1.7	1.5	1.3	1.2	1.1	0.9	0.8	0.8	0.7	0.6	0.5
Tier 3	2.8	2.4	2.2	1.8	1.6	1.4	1.2	1.1	0.9	0.8	0.7	0.6

Materials Expenditures per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	\$11.58	\$10.31	\$9.17	\$8.62	\$7.91	\$7.37	\$6.29	\$5.92	\$5.37	\$4.71	\$4.06	\$3.12
Tier 2	\$16.34	\$14.26	\$12.32	\$11.47	\$9.81	\$9.07	\$7.71	\$7.34	\$6.42	\$5.98	\$4.96	\$3.31
Tier 3	\$24.80	\$21.32	\$17.41	\$14.34	\$13.32	\$11.47	\$10.75	\$9.17	\$8.57	\$7.95	\$6.12	\$3.83

Collection Size (Print, Audio and Video) per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	15.3	13.2	11.1	9.2	8.2	7.0	6.3	5.4	4.7	3.7	3.2	2.7
Tier 2	18.8	16.1	13.6	11.1	10.0	8.7	7.6	6.3	5.5	4.2	3.7	3.0
Tier 3	26.3	22.1	17.4	15.0	12.6	10.8	9.1	7.2	6.6	5.0	4.6	3.6

Periodical Subscriptions Held per 1,000 Population (Print)

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	37.6	27.4	22.7	18.7	14.9	12.2	10.7	8.7	6.8	5.1	4.9	3.4
Tier 2	61.8	43.5	34.9	27.0	21.8	17.2	12.9	10.0	7.9	6.3	5.5	3.7
Tier 3	81.1	57.2	45.2	36.0	28.1	23.8	17.8	12.5	10.2	7.1	5.6	4.9

Audio Recordings Held per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	0.77	0.68	0.63	0.56	0.47	0.43	0.37	0.34	0.31	0.29	0.22	0.18
Tier 2	1.00	0.87	0.82	0.71	0.59	0.50	0.47	0.42	0.39	0.35	0.32	0.21
Tier 3	1.61	1.37	1.18	1.09	0.92	0.81	0.69	0.62	0.54	0.48	0.42	0.27

Video Recordings Held per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	2.14	1.49	1.18	1.03	0.67	0.63	0.58	0.52	0.36	0.29	0.25	0.16
Tier 2	2.93	2.14	1.69	1.20	1.03	0.95	0.96	0.59	0.43	0.39	0.29	0.19
Tier 3	5.16	4.00	3.55	2.72	2.19	1.79	1.38	0.95	0.82	0.43	0.39	0.31

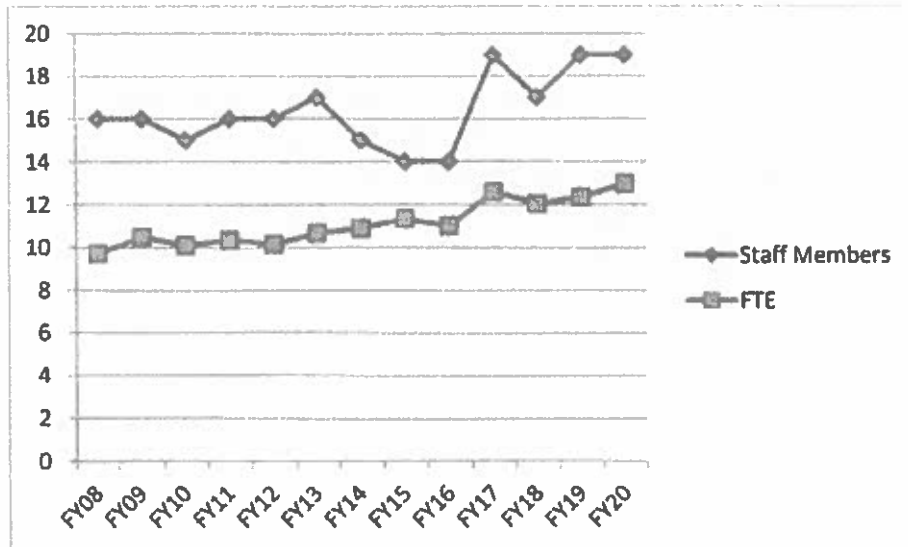
Public Use Internet Computers per 1,000 Population

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	6.17	4.78	3.42	3.02	2.28	1.89	1.52	1.11	0.94	0.86	0.81	0.75
Tier 2	8.92	6.04	5.11	3.78	3.10	2.34	1.88	1.52	1.29	1.19	0.91	0.86
Tier 3	13.28	9.42	7.43	5.61	4.32	3.52	3.01	2.27	1.89	1.68	1.35	0.92

Grafton Public Library Staffing Report

Library staffing was 9.7 FTE spread over 3 locations open 4,092 hours annually in 2008. While number of personnel has ranged from 14-20 over the last 10 years, our FTE has gradually increased due to increased volume of library materials circulation and services offered to the public.

Grafton Public Library Staffing over the last 10 years



As of FY19, we have 19 people on payroll (some as temps, filling in for staff on FMLA and using other scheduled leave) time and total 12 FTE.

The National Public Library Standard for staffing (attached), revised in 2018, is determined by population and is presented in 3 service tiers. The national standard is to divide by 40 hours to attain FTE, but I divided by 35 (a full-time work week in Grafton).

Tier 1: .7 per 1,000 capita, or 12.95 FTE

Tier 2: .8 per 1,000 capita, or 14.8 FTE

Tier 3: 1.1 per 1,000 capita, or 20.35 FTE

With only 12 FTE in FY19, we continue to fall short of the basic tier of public library staffing for a municipal population, which means we are underserving our residents and putting strain on our staff to keep up with overwhelming demand. To that end, I have slowly increased staff hours and continued to advocate for additional professional staff, so that when we reopen in FY21 in our expanded facility with 5 service desks (we currently have 3) we can adequately cover the additional ~19,000 square feet.

To minimize future staffing needs, we employed an architect who could deliver an easy to manage facility with

- automated and self service models for checkout, checkin, vending, and computer use;
- few hallways and corridors, lowered stack heights, strategically places points of service, half walls with windows throughout, and excellent sightlines for visual control;
- automated materials handler for book return.

While these efficiency measures will alleviate patron wait times and help keep staff to a minimum, we anticipate a 300% increase in visitors, program attendance, circulation, and new library card applications in 2021 with the novelty of the new building.

The MA Board of Library Commissioners review of the schematic design included a request to divide the youth services space and add a circulation desk at the new Main Entrance – both of which require staffing 60 hours/week. Board of Library trustee policy currently requires 2 staff members per space/desk.

I have requested custodial service during all hours of library operation (currently 58/week) for the proposed new building since 2016. Custodial was removed from the Library budget and the Library Director's jurisdiction in 2014 as a cost-saving experiment, with the building department providing 15 hours of custodial a week to manage 7,200 square feet. We have to request snow removal in advance of every storm, taking into account our unique evening and weekend hours. Our custodian is sometimes called away for other town projects deemed of more importance.

The new building nearly quadruples the space and contains:

- 7 bathrooms
- 2 kitchens
- 1 117-seat public meeting room (that can be split for 2 concurrent programs)
- 2 library-use-only program rooms
- 7 small group study rooms ranging in size from 2-10 people

While the current model works for the current building, I will need custodial on site during operating hours. Staff cannot be pulled from library tasks or public service to clean, set up, or break down the 8 public meeting rooms.

Anticipated staffing needs for FY21

- Custodial: 1.5 FTE
- YA: 2 FTE
- Circulation: 1 FTE
- Reference: 1 FTE
- Page: .5 FTE

Respectfully submitted, Beth Gallaway

Staffing Data, FY2008-2020

	Positions	Hours	Total Hours	
FY08	4	35	140	
	1	36		
	1	26	26	
	2	22	44	
	5	21	105	
	2	12	24	
	1	1.5	1.5	FTE
Total Staff: 16		Total Hours:	340.5	9.72857143

	Positions	Hours	Total Hours	
FY09	1	36	36	
	4	35	140	
	1	26	26	
	2	20.5	41	
	2	20.04	40.08	
	3	20	60	
	2	10	20	
	1	6	6	FTE
Total Staff: 16		Total Hours:	369.08	10.5451429

	Positions	Hours	Total Hours	
FY10				
	5	35	175	
	1	26	26	
	4	20.5	82	
	3	20.2	60.6	
	1	10	10	
	1	1.5	1.5	FTE
Total Staff: 15		Total Hours:	355.1	10.1457143

	Positions	Hours	Total Hours	
FY11	5	35	175	
	1	26	26	
	7	20	140	
	2	10	20	
	1	1.5	1.5	FTE
Total Staff: 16		Total Hours:	362.5	10.3571429

	Positions	Hours	Total Hours	
FY12	5	35	175	
	1	29	29	
	1	26	26	
	2	22	44	
	2	20	40	
	4	10	40	
	1	1.5	1.5	FTE
Total Staff: 16		Total Hours:	355.5	10.1571429

Staffing Data, FY2008-2020

	Positions	Hours	Total Hours	
FY13	5	35	175	
	1	30	30	
	1	26	26	
	1	25	25	
	1	22	22	
	2	20	40	
	2	12	24	
	3	10	30	
	1	1.5	1.5	FTE
Total Staff:	17	Total Hours	373.5	10.6714286

	Positions	Hours	Total Hours	
FY14	5	35	175	
	1	30	30	
	1	26	26	
	5	20	100	
	2	10	50	
	1	1.5	1.5	FTE
Total Staff: 15		Total Hours:	382.5	10.9285714

FY15	Positions	Hours	Total Hours	
	7	35	245	
	5	20	100	
	1	10	50	
	1	2	2	FTE
Total Staff:	14	Total Hours	397	11.3428571

FY16	Positions	Hours	Total Hours	
	7	35	245	
	7	20	140	FTE
Total Staff: 14		Total Hours:	385	11

FY17	Positions	Hours	Total Hours	
	7	35	245	
	1	30	30	
	7	20	140	
	2	12	24	
	2	1	2	FTE
Total Staff: 19		Total Hours:	441	12.6

Staffing Data, FY2008-2020

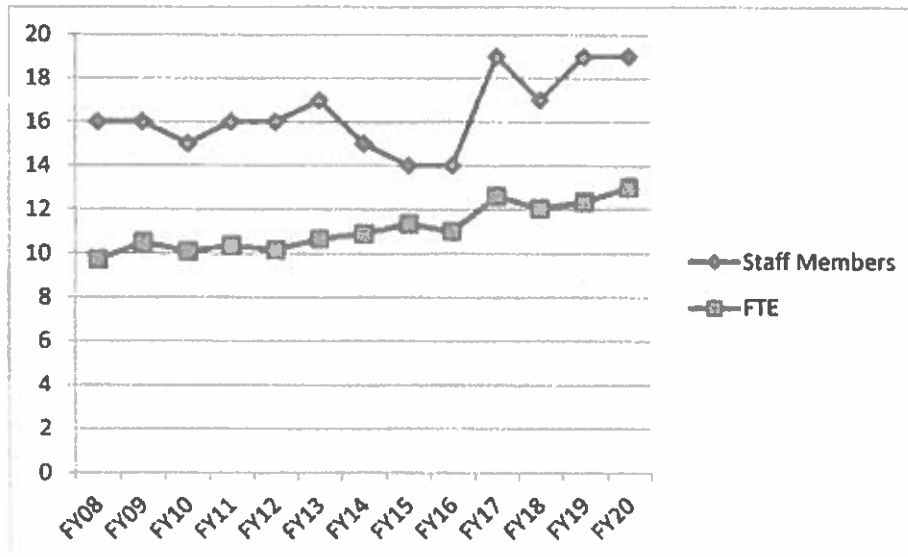
FY18 Positions	Hours	Total Hours	
7	35	245	
2	30	60	
4	20	80	
1	19	19	
1	16	16	
2	1	2	FTE
Total Staff: 17	Total Hours:	422	12.0571429

FY19 Positions	Hours	Total Hours	
6	35	210	
1	37	37	
3	30	90	
2	25	50	
1	20	20	
1	10	10	
5	3	15	FTE
Total Staff: 19	Total Hours	432	12.3428571

FY20 Request	Hours	Total Hours	
7	35	245	
1	37	37	
2	30	60	
2	25	50	
2	20	40	
1	10	10	
1	9	9	
2	4	8	
1	2	2	FTE
Total Staff: 19	Total Hours:	461	13.1714286

Grafton Public Library Staffing over the last 10 years

	Positions	FTE
FY08	16	9.7
FY09	16	10.5
FY10	15	10.1
FY11	16	10.35
FY12	16	10.15
FY13	17	10.67
FY14	15	10.9
FY15	14	11.34
FY16	14	11
FY17	19	12.6
FY18	17	12.05
FY19	19	12.34
FY20	19	13



GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Mission

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain. At the Grafton Public Library, residents will find a place to come together to share interests, ideas and experiences.

Library Governance

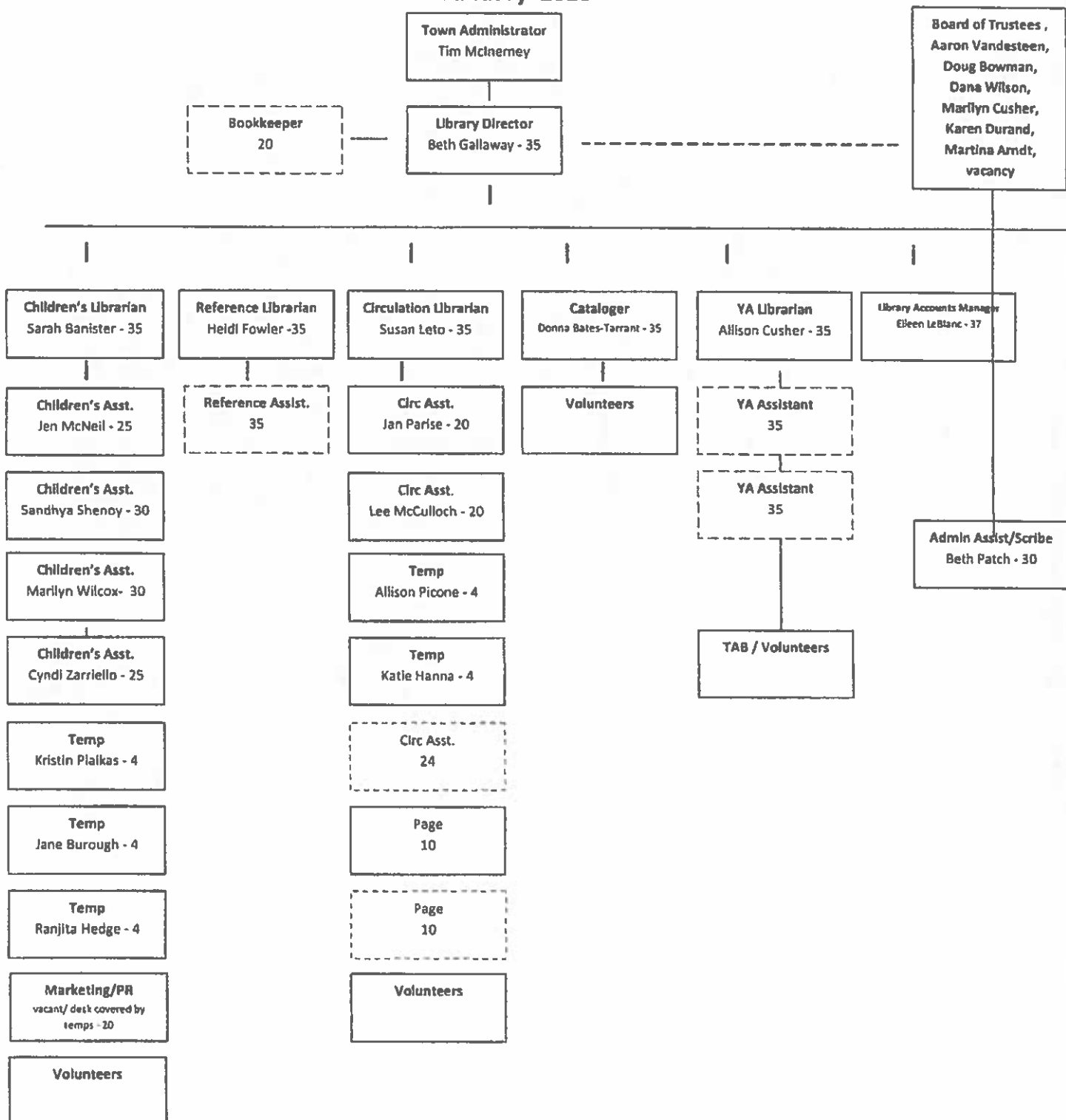
The Board of Library Trustees consists of 7 members elected from the community, charged with stewardship of the Library. They develop the Library's Long Range Plan. They meet on the second Thursday of each month at 7 pm in the Grafton Municipal Center at 30 Providence Road. Meetings are open to the public. The agenda for each meeting is posted at the Municipal Center and online. Minutes are available online, at the Library, or from the Grafton Town Clerk's office.

Operating Hours

The Library is open to the public 6 days a week, Mon-Thu 10-9, and Fri & Sat 10-5, for a total of 58 hours per week. Board of Library Trustee policy dictates 2 staff members per desk during all open hours.

GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

January 2018



GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Programs and Services

Library Director

- Advocacy
- Patron feedback
- Budget
- Board of Library Trustees
- Building /Facility Maintenance
- Community Outreach
- Partnerships
- Marketing
- Grants
- Gifts & Donations
- Website & Social Media
- Author Visits
- Surveys & Evaluations
- Reports
- Statistics

Reference

- Answers reference and research requests
- Adult programming, including book discussions, technology training, and continuing education topics
- Delivers reader's advisory
- Creates displays
- Purchases adult print and audio nonfiction, magazines, and newspapers
- Maintains public access computers, wifi and copy center
- Coordinates tax forms
- Maintains bulletin boards
- Records database and reference statistics

Circulation

- Library cards
- Renewals
- Holds/reserve requests
- Reader's Advisory
- Creates displays
- ILL – Borrows materials from outside of library system
- Museum Passes
- Shelving
- Fiction materials
- Maintains adult collections for quality, relevance, timeliness, and attractiveness
- Suggests media purchases,
- Office supplies
- Volunteer program,
- Homebound delivery
- Outreach to senior center
- Statistics

Children's Services

- Conducts programs, including storytime, summer reading, and bringing in performers and entertainers
- Answers reference and research requests
- Purchases children's print and audio fiction and nonfiction, reference, media, magazines, kits, and literacy tools and toys
- Maintains children's collections for quality, relevance, timeliness, and attractiveness
- Registers borrowers for Library cards
- Renews materials for patrons
- Places Holds/Reserve Requests for patrons
- Shelves returned materials
- Records children's room statistics

Teen Services

- Teen advisory board,
- Teen volunteers
- Summer Reading Program
- Gaming
- Crafts
- Teen print and audio fiction and nonfiction,
- Teen media
- Teen magazines
- Teen board/card games
- Outreach to high school/middle school
- Statistics

Technical Services

- Orders and acquires materials
- Catalogs and processes
- Book covers
- Repairs
- Bills
- Collections: overdue and lost materials



Grafton Public Library Staffing Roster

MAIN READING ROOM STAFF

Beth Gallaway, Library Director 35/hours week

- Manages all aspects of running a 7,200+ sq. ft. public library facility open 58 hours a week, including library administration (policies/procedures), procurement, circulation of materials, collection development, programming, budgeting, payroll, scheduling, personnel, and staff recruitment and development.
- Completes MBLC requirements for State Aid eligibility and grant eligibility, including compiling and report ARIS statistics, financial statistics, and developing/implementing Long Range Plan and Annual Action plan.
- Performs community outreach and "face of the library," including duties such as participation on local boards and committees, attendance at community events, and outreach such as Library card drive, parent-teacher night, appearances on community cable, and summer reading program promotion.
- Circulation desk backup.

Elizabeth Patch, Administrative Assistant 30 hours/week

- Board of Library Trustees Scribe – posts agenda, records edits and distributes minutes, books meeting room, maintains archive.
- Manages Library grounds and garden year-round, including managing volunteers and overseeing planting and weeding, coordinating landscaping, and ordering materials and supplies as needed.
- Assists Library Director with procurement, meetings, vendors, policy committee, programming, and more.
- Circulation desk backup.

Heidi Fowler, Reference Librarian 35 hours/week

- Reference and outreach duties, including research, compilation of library statistics monthly, liaising with community groups, and management of Library bulletin boards and signage for adults.
- Oversees all aspects of programming for adults, including 5 book groups, summer reading program, and coordination of 6 outside speakers/year.
- Main circulation desk backup.

Donna Bates-Tarrant, Technical Services Librarian 35 hours/week

- Entering materials into the C/W MARS catalog and maintaining the database.
- Original cataloging for unique materials.
- Overseeing acquisitions: ordering, processing and maintaining orders from book vendors/other vendors of educational materials.
- Main circulation desk backup.



Grafton Public Library Staffing Roster

Eileen LeBlanc, Assistant Technical Services, 40 hours/week

- Bookkeeping duties, including recording invoices in ledger and preparing the warrant for submission to Accounting and collecting and recording daily revenue for deposit to Treasurer's office.
- Correspondence, including maintaining mail box, picking up and sorting mail, purchasing postage, and sending out reminders and late notices.
- Manages periodicals subscriptions.
- Main and Children's Room circulation desk backup

Allison Cusher, Teen Librarian, 35 hours/week

- Manages all aspects of running a public library teen department, including teen advocacy, collection development, materials and supply purchasing, and compiling and reporting teen services stats monthly.
- Plans and implements teen & tween programming such as Dungeons & Dragons, NerdFighters, and other programs during the year, often in partnership.
- Represents the Library at town and school functions for teens and families.

Susan Leto, Circulation Librarian, 35 hours/week

- Manages all aspects of adult services for a public library, including being the Evergreen liaison and staff trainer for the online catalog, providing monthly circulation and volunteer statistics, supervising 2 part-time staff.
- Collection development for adults, including fiction, non-fiction in a variety of formats.
- Volunteer coordinator, managing training, scheduling and supervision of up to 30 volunteers a month.
- Main circulation desk backup.

Jan Parise, Circulation Assistant 20 hours/week

- Main circulation desk duties including check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.
- Interlibrary loan technician: manages daily emails from ILL account and oversees ComCat accounts, both borrowing and lending.
- Maintains Tixkeeper database, maintaining museum pass updates (hours, closing dates, etc), setting availability for all museum passes each year, and providing monthly stats.

Lee McCullough, Circulation Assistant 20 hours/week:

- Main circulation desk duties.
- Oversees clearing of the request shelf (holds pickup for items requested from another library).
- Collection development and promotion: manages displays on bulletin boards with updates list of NYT best-sellers and other noteworthy information regarding fiction and non-fiction, and contributes to non-fiction and fiction collection development.
- Coordinates and facilitates popular monthly knitting group.



Grafton Public Library Staffing Roster

CHILDREN'S ROOM STAFF

Sarah Banister, Children's Librarian 35 hours/week

- Manages all aspects of running a public library children's room, including collection development, materials and supply purchasing, compiling and reporting youth services stats monthly, supervising a staff of 5 part-time employees, and planning/implementing multiple programs a week for ages birth - grade 5: silly science, toddler time, preschool, outreach, summer, and school vacation programming.
- Works with the schools to provide outreach and assistance such as ordering materials, assisting with school visits and tours, storytimes, and any other needs that may arise
- Represents the Library at town and school functions for youth and families, such as Octoberfest, Fun Fair, National Night Out, Big Truck Day, childcare at town meeting, etc.).
- Circulation desk backup.

Jennifer McNeil, Children's Room Assistant 25 hours/week

- Plans and implements Library Babies program.
- Creates events and event sign ups on Event keeper and manages monthly calendar.
- Circulation desk backup.

Sandhya Shenoy, Children's Room Assistant 19 hours/week

- Children's Room circulation desk duties including check in, check out, library cards, reader's advisory, reference, etc.
- Maintains storage aisle and Library of Things database.
- Plans and implements Saturday STEM programming with Cyndi Zarriello.

Marilyn Wilcox, Children's Room Assistant 16 hours/week

- Children's Room circulation desk duties.
- Plans and implements all Children's Room displays (book and bulletin board).
- Collection development: weeding and deaccessions.

Cyndi Zarriello, Children's Room Assistant 16 hours/week

- Children's Room circulation desk duties.
- Maintains storage aisle and Plans and implements Saturday STEM with Sandhya Shenoy.
- Manages online teacher card and school visit requests.

Suzanne Witham, Marketing Coordinator 12 hours/week

- Children's Room circulation desk duties.
- Handles all Library PR, including monthly newsletter, press releases, website and social media updates.
- Manages Library Sensory Table and contributes to special event programming.



Grafton Public Library Staffing Roster

TEMP STAFF

Valerie Evans, on-call circulation assistant >2 hours/week

- Children's Room circulation desk duties (check in, check out, library cards, reader's advisory, reference, etc.).
- Main circulation desk duties (check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.).
- Shelving

Kristin Plaikas, on-call circulation assistant >2 hours/week

- Children's Room circulation desk duties (check in, check out, library cards, reader's advisory, reference, etc.).
- Main circulation desk duties (check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.).
- Shelving

Patti Keller, on-call circulation assistant >2 hours/week

- Children's Room circulation desk duties (check in, check out, library cards, reader's advisory, reference, etc.).
- Main circulation desk duties (check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.).
- Shelving



GRAFTON PUBLIC LIBRARY

MINIMUM STAFFING REQUIREMENT POLICY



POLICY

The Grafton Public Library is committed to providing sufficient staffing of the Library in order to:

- Maintain a high level of quality of service to all patrons
- Protect the personal safety of all library patrons and all Grafton Public Library staff

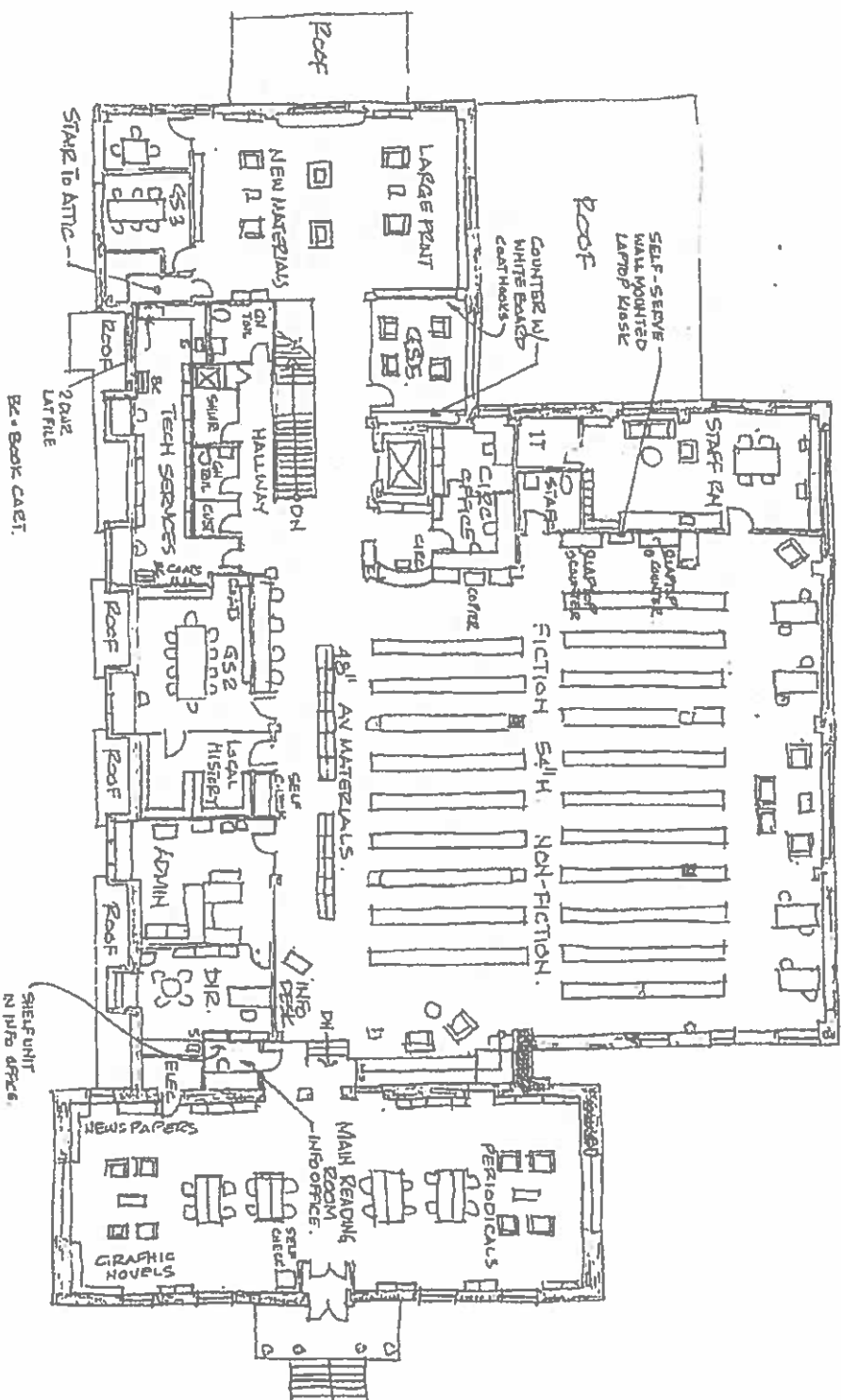
The following policy is in force to support these objectives:

1. A minimum of two staff members will be present in the Children's Room and in the Main Reading Room at all times. A staff member is defined as an employee who provides regular library services to patrons.
2. In the event that the minimum staffing requirement is not met, the following steps may be taken:
 - a. If two or three staff members are available, the Children's Room will close, and staff will continue to provide service in the Main Reading Room.
 - b. If fewer than two staff members are available, the Library will be closed.
3. Other staff members will be called in if possible. Services will be curtailed or the Library closed only until such time as the required number of staff becomes available.
4. In the event of closure staff will communicate as quickly as possible to the Library Director and the Library Board of Trustees Chairperson the circumstances necessitating the need to curtail or close the Library.
5. When the Children's Room or the Library must be closed, notice will be posted on all patron entrances and on the Library's website. This notice will contain the time of closing, state the reason for closing, and if possible, anticipated time of reopening.
6. While the Library is closed, scheduled staff are to work at other tasks. Scheduled personnel hours and wages will not be affected and the hours of work will not be forfeited.

Adopted: Library Board of Trustees

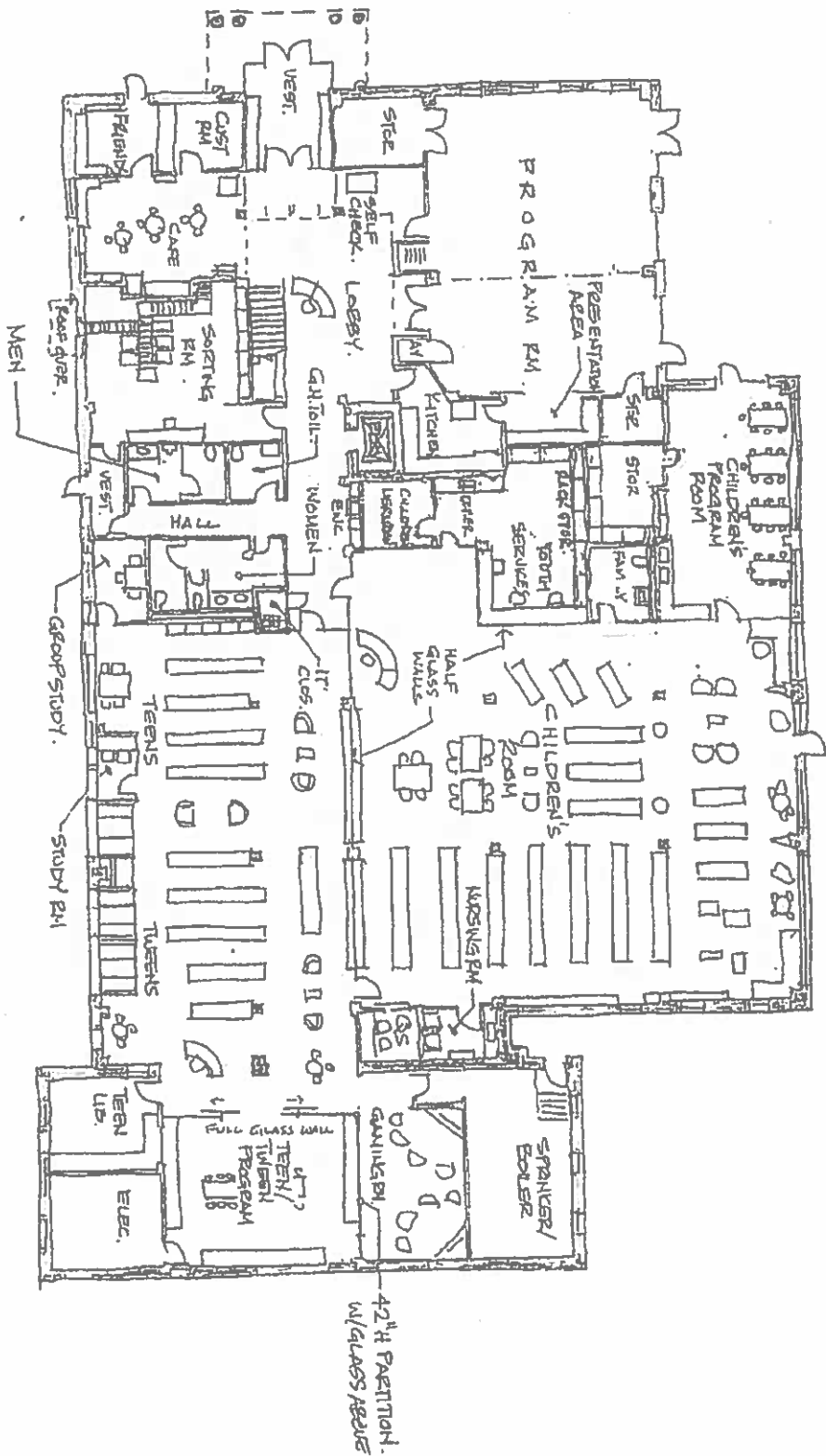
Date: December 2009

Last Revised: March 2, 2016



UPPER LEVEL PLAN Rev 3-8-19
 GRAFTON PUBLIC LIBRARY SCALE 1/8" = 1'-0" 1/2





LOWER LEVEL PLAN. REV. 3-8-19
 GRAFION PUBLIC LIBRARY. SCALE 1/8" = 1'-0"



Staffing for Expanded Library Facility

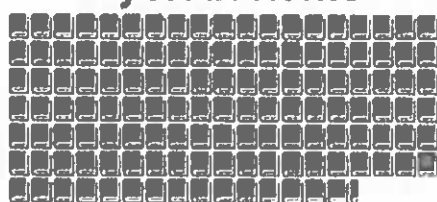
	LOCATION	MON	TUE	WED	THU	FRI WEEK A	SAT WEEK A	FRI WEEK B	SAT WEEK B	
CIRC	Common2nd floor	10-2 Lee 2-6 Jan NEW CIRC 2 5-9 (Jenae S)	10-2 Jan 2-6 Lee 9-9 Susan	10-2 Jan 12-4 Lee 5-9 Lee	10-2 Lee 2-6 Jan NEW CIRC 3 5-9 (Rumples)	10-2 Jan NEW CIRC 1 1-5 (Kelle H)	NEW CIRC 2 10-2 (Jenae S) Lee 2pm 1-5 program	10-2 Lee NEW CIRC 1 1-5 (Kelle H)	NEW CIRC 3 10-2 (Rumples) cnc 1-5 Jan	24 hours NEW
Circ Backup	Common2nd floor	9:30-1 Susan 2:50-3 Susan	10-1 Eileen 2-6 Susan	9:30-1 Susan 2:50-3 Susan	10-1 Beth P 2-6 Susan	10-6 Susan			10-6 Susan	
REF					NEW Ref (Alison P) Week A					
Ref Desk	Common2nd floor	9-5 NEW Ref Held	9-5 NEW Ref Held (program) 1-10 2	9-5 Held	9-5 OML Y NEW Ref 9-5 (Alison P)	9-5 Held	9-5 Held	9-5 Held	NEW Ref 9-5 (Alison P)	35
CHILDRENS	Updon /1st floor	8:30-3 Cynd 2:30-9 Sandhya Kisten 6:15 5-9 Book Club	8:30-3 Sandhya 8:30-3 Jenny 1-9 Marilyn 2:30-9 Cynd	8:30-3 Sarah Jenny Sam 8:30-3 Lisset 2:30-9 Cynd	8:30-3 Sandhya Jenny 2:30-9 Jenny	9-5 Marilyn 10:30-5 Cynd	9-5 Marilyn Cynd 2pm 8:30-3 Sandhya	10-5 Marilyn 8:30-3 Sandhya	10-5 Marilyn 10:30-5 Jenny	
CR Main	Updon /1st floor	Sarah 10am 8:30-4 Storytime	Sarah 9 8 10:15 8:30-4 Storytime	Sarah 9 8 10:15 8:30-4 Storytime	10-2 Kithen 1-9 Marilyn	Sarah (Week B) 8:30-5 cnc	Sandhya 2 10:30-5 pm program	10:30-5 Cynd	8:30-5 Sarah	
CR Backup	Updon /1st floor	10-2 NEW YA 2 1-9 Sue 5-9 NEW YA 1	9-5 Allison 1-9 Sue 5-9 NEW YA 2	9-5 Sue 1-9 Allison 5-9 NEW YA 1	9-5 Sue 1-9 Allison 5-9 NEW YA 2	9-5 Allison 1-5 NEW YA 1	9-5 Sue 1-5 NEW YA 2	9-5 Allison 1-5 NEW YA 2	Allison 2pm 9-5 program 1-5 NEW YA 1	70 YA
YA	Updon /1st floor									
TECH	Common2nd floor	8:30-5 Donna	8:30-5 Donna	8:30-5 Donna	8:30-5 Donna		Donna (lunch)prog am 8:30-5 coverage)			
ADMIN	Common2nd floor	Eileen, Beth 9-1 G, Beth P Eileen, Beth 1-5 G, Beth P	Eileen, Beth 9-1 G, Beth P Eileen, Beth 1-5 G, Beth P	Eileen, Beth 9-1 P Eileen, Beth 1-5 G, Beth P	Eileen, Beth 9-6 G, Beth P Eileen, Beth G	Eileen, Beth 9-5 G, Beth P				5 Admin
CUSTODIAL		7-3 NEW C 3-9 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW C 3-8 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW J	7-3 NEW J	7-3 NEW C	35:00

Grafton Public Library 2018 Annual Report



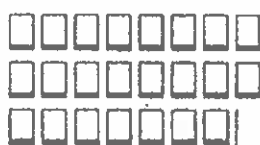
2018 Circulation

Physical Items



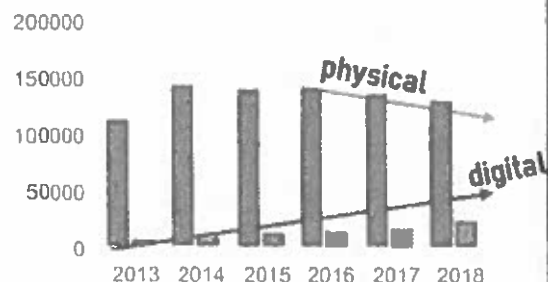
129,452

Digital Items



23,080

Circulation - 5 year trend



Circulation of physical items (books, DVDs, music CDs, magazines, video games, board games, tools, equipment and kits) is slightly decreasing every year (by 4% this year, compared to 2017).

Circulation of digital items (eBooks, digital versions of magazines, graphic novels, movies, music CDs, and audiobooks) borrowed online is increasing by 4 times as much as a physical item decrease (up by 22% this year, compared to 2017).

Visitors* (in person)



74,867

Visitors (online)

10,433
Database Searches/Sessions



54,038
Website Hits



Value

\$802,232 budget
\$43.26 per resident
\$1.5 million in circulating items in 2018
\$2.3 million in total value of services in 2018

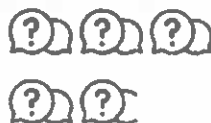


Computer Users*



7,207

Reference Questions*



4,940

Museum Passes*



1,364

Members*



9,939

SERVICES & PROGRAMS

PROGRAM ATTENDEES*



11,082

PROGRAMS



485

VOLUNTEERS



119

COLLECTIONS*



50,241

NOTARIZATIONS

PASSPORTS

PROCTORING

PARTNERSHIPS

STAFF

[illegible]

DEPARTMENT: LIBRARY PERSONNEL SHEET						DEPARTMENT: LIBRARY PERSONNEL SHEET							
		FY2021 BUDGET REQUEST				FY2022 BUDGET REQUEST				FY2023 BUDGET REQUEST			
NAME	TITLE	GR/STEP	RATE	HOURS	REQUEST	GR/STEP	RATE	HOURS	REQUEST	NAME	TITLE	GR/STEP	RATE
Beth Galloway	Director		\$ 47.57	35	\$87,417		\$ 49.00	35	\$89,182	Beth Galloway	Director		\$ 50.47
				SUBTOTAL	\$87,417			SUBTOTAL	\$89,182				
S. Bamister	Children's Librarian		\$ 33.03	35	\$60,685		\$ 34.02	35	\$61,910	S. Bamister	Children's Librarian		\$ 35.04
H. Fowler	Reference Librarian		\$ 30.69	35	\$56,396		\$ 31.61	35	\$57,535	H. Fowler	Reference Librarian		\$ 32.56
S. Leto	Circulation Librarian		\$ 31.23	35	\$57,390		\$ 32.17	35	\$58,549	S. Leto	Circulation Librarian		\$ 33.13
D. Bates-Tarrant	Technical Services Librarian		\$ 31.93	35	\$58,118		\$ 32.89	35	\$59,862	D. Bates-Tarrant	Technical Services Librarian		\$ 33.88
A. Cusher	VA Librarian		\$ 30.57	35	\$56,169		\$ 31.49	35	\$57,903	A. Cusher	VA Librarian		\$ 32.43
E. LeBlanc	Library Accounts Manager		\$ 24.08	37	\$46,335		\$ 24.80	37	\$47,725	E. LeBlanc	Library Accounts Manager		\$ 25.55
M. Wilcox	Sr. Library Associate		\$ 21.80	35	\$40,060		\$ 22.46	35	\$40,869	M. Wilcox	Sr. Library Associate		\$ 23.13
Beth Patch	Administrative Assistant		\$ 24.84	35	\$45,644		\$ 25.59	35	\$46,565	Beth Patch	Administrative Assistant		\$ 26.35
CUSTODIAN			\$ 23.13	35	\$42,097		\$ 23.13	35	\$42,097	CUSTODIAN			\$ 23.13
REF ASST			\$ 20.65	35						REF ASST			
VA ASST	Sue Witham		\$ 20.65	35	\$37,944		\$ 25.58	35	\$46,556	VA ASST	Sue Witham		\$ 26.09
				SUBTOTAL	\$420,798			SUBTOTAL	\$430,318				
J. Parise	Library Technician - Adult Services		\$ 20.65	20	\$21,677		\$ 21.36	20	\$22,115	J. Parise	Library Technician - Adult Services		\$ 21.90
L. McCulloch	Library Technician - Adult Services		\$ 19.17	20	\$20,127		\$ 19.74	20	\$20,533	L. McCulloch	Library Technician - Adult Services		\$ 20.34
VACANT	Library Technician - Adult Services					LIB TECH	\$ 19.17	10	\$9,968	VACANT	Library Technician - Adult Services		\$ 19.75
J. McNeil	Library Associate - Childrens		\$ 24.84	30	\$39,116		\$ 25.58	30	\$39,906	J. McNeil	Library Associate - Childrens		\$ 26.35
S. Shenoy	Library Technician - Childrens		\$ 19.17	30	\$30,190		\$ 19.74	30	\$30,800	S. Shenoy	Library Technician - Childrens		\$ 20.34
C. Zarrillo	Library Technician - Childrens		\$ 19.17	30	\$30,190		\$ 19.74	30	\$30,800	C. Zarrillo	Library Technician - Childrens		\$ 20.34
M. Wilcox	Sr. Library Associate									M. Wilcox	Sr. Library Associate		
B. Patch	Administrative Assistant									B. Patch	Administrative Assistant		
V. Evans	Library Technician - Childrens		\$ 19.17	4	\$4,025		\$ 19.74	4	\$4,107	V. Evans	Library Technician - Childrens		\$ 20.34
S. Witham	Library Associate - Childrens		\$ 24.22	4	\$5,086		\$ 24.95	4	\$5,189	S. Witham	Library Associate - Childrens		\$ 25.70
K. Plakas	Library Technician - Childrens		\$ 19.17	12	\$12,076		\$ 19.74	16	\$16,426	K. Plakas	Library Technician - Childrens		\$ 20.34
Taylor Dee	Page		\$ 13.50	10	\$7,088		\$ 14.50	10	\$7,540	Taylor Dee	Page		\$ 15.50
VA ASST			\$ 20.65	20						VA ASST			
VA ASST			\$ 20.65	16						VA ASST			
CIRC ASST	Jane Burrough		\$ 19.17	8						CIRC ASST	Jane Burrough		
CIRC ASST	Kathryn Hanna		\$ 19.17	8						CIRC ASST	Kathryn Hanna		
CIRC ASST	Ranilla Hedge		\$ 19.17	8						CIRC ASST	Ranilla Hedge		
Unfilled - Subs	Library Technician		\$ 18.54	10	\$9,641		\$ 19.10	12	\$11,916	Unfilled - Subs	Library Technician		\$ 19.67
			\$ 13.00	10	\$6,760		\$ 14.00	10	\$7,280				\$ 15.00
			\$ 20.56	30	\$32,074		\$ 20.56	30	\$32,074				\$ 20.56
			\$ 13.00	10	\$6,760		\$ 14.00	10	\$7,280				\$ 15.00
			\$ 13.00	10	\$6,760		\$ 14.00	10	\$7,280				\$ 15.00
						</							

REQUEST	\$1,283,682
HOURS	REQUEST
35	\$91,857
SUBTOTAL	\$91,857
35	\$63,768
35	\$59,261
35	\$60,306
35	\$61,658
35	\$59,023
37	\$49,156
35	\$42,095
35	\$47,962
35	\$42,097
35	\$47,487
SUBTOTAL	\$443,228
20	\$22,778
20	\$21,149
16	\$16,428
30	\$41,103
30	\$31,724
30	\$31,724
4	\$4,230
4	\$5,345
20	\$21,149
10	\$8,060
14	\$14,319
10	\$7,800
30	\$32,074
10	\$7,800
10	\$7,800
10	\$7,800
268	
SUBTOTAL	\$748,597
11	\$1,283,682

DEPARTMENT: LIBRARY PERSONNEL SHEET					
		FY2024 BUDGET REQUEST		\$1,327,038	
NAME	TITLE	GR/STF	RATE	HOURS	REQUEST
Beth Galloway	Director		\$ 51.99	35	\$94,613
				SUBTOTAL	\$94,613
S. Banister	Children's Librarian		\$ 36.09	35	\$65,681
H. Fowler	Reference Librarian		\$ 33.54	35	\$61,039
S. Leto	Circulation Librarian		\$ 34.13	35	\$62,115
D. Bates-Tarrant	Technical Services Librarian		\$ 34.89	35	\$63,507
A. Custer	YA Librarian		\$ 33.40	35	\$60,793
E. LeBlanc	Library Accounts Manager		\$ 26.32	37	\$50,631
M. Wilcox	Sr. Library Associate		\$ 23.82	35	\$43,358
Beth Patch	Administrative Assistant		\$ 27.14	35	\$49,401
CUSTODIAN			\$ 23.13	35	\$42,097
REF ASST	Allison Picore				
YA ASST	Sue Witham		\$ 26.61	35	\$48,436
				SUBTOTAL	\$456,525
J. Parise	Library Technician - Adult Services		\$ 22.56	20	\$23,462
L. McCulloch	Library Technician - Adult Services		\$ 20.95	20	\$21,784
VACANT	Library Technician - Adult Services		\$ 20.34	20	\$21,151
J. McNeil	Library Associate - Childrens		\$ 27.14	30	\$42,356
S. Shenoy	Library Technician - Childrens		\$ 20.95	30	\$32,675
C. Zarrinello	Library Technician - Childrens		\$ 20.95	30	\$32,675
M. Wilcox	Sr. Library Associate				
B. Patch	Administrative Assistant				
V. Evans	Library Technician - Childrens		\$ 20.95	4	\$4,357
S. Witham	Library Associate - Childrens		\$ 26.47	4	\$5,505
K. Plakas	Library Technician - Childrens		\$ 20.95	20	\$21,784
Taylor Dee	Page		\$ 15.81	10	\$8,221
YA ASST					
YA ASST					
CIRC ASST	Jane Burrough				
CIRC ASST	Kathryn Hanna				
CIRC ASST	Ranjika Hedge				
Unfilled - Subs	Library Technician		\$ 20.26	16	\$16,856
			\$ 15.50	10	\$8,060
JANITOR			\$ 20.56	30	\$32,074
PAGE			\$ 15.50	10	\$8,060
PAGE			\$ 15.50	10	\$8,060
PAGE			\$ 15.50	10	\$8,060
			\$ 15.50	10	\$8,060
				SUBTOTAL	\$775,900
				FY24 TOTAL	\$1,327,038



The Positive and Negative Impact of Using Volunteers in Public Libraries

Gina Baber

July 2018

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The Positive and Negative Impact of Using Volunteers in Public Libraries

1.0 Introduction

'Volunteers have long supported and provided highly valuable additional support, working alongside qualified and paid staff, and they should be acknowledged and valued for this role. They should also be given appropriate role descriptions, training and management. CILIP is opposed to job substitution where paid professional and support roles are directly replaced with either volunteers or untrained administrative posts to save money....If this happens services will suffer and will be unsustainable. What remains would be a library service unable to serve the community comprehensively, support people's information needs or provide everyone with the opportunity for learning and development.' (1)

The following essay is a discussion on the impact of using volunteers in Public Libraries. It will focus on the experiences of Library Professionals and Volunteers; and consider the overall effect of Volunteers on the Public Library Service.

Public Libraries are a vital resource, and according to the Public Libraries and Museums Act 1964, are a statutory requirement (2). Public Libraries are a centre for communities; a place for lifelong learning; and a sanctuary for the vulnerable, including the elderly, mentally disabled and homeless. Libraries improve accessibility to information; help to develop literacy and information literacy; and are a catalyst for social empowerment and social mobility:

'...A strong public library service is the foundation of a literate and inclusive society and a competitive knowledge economy.' (3)

There has been a change in the way many Public Libraries are being run. Cuts to funding have forced some Libraries to reduce their paid staff and introduce unpaid workers, resulting in a significant increase in volunteers in some areas: 'paid library staff fell by 5.3% from 18,028 to 17,064, volunteer numbers rose by 7.5% to 44,501.' (4)

2.0 The Librarian as Volunteer Manager

Managing a sizeable cohort of volunteers is a complex undertaking, and there are many aspects of management that need to be taken into consideration. These include: the challenges faced in training volunteers with little or no experience of library work; the varying reliability of volunteers (some can only commit to a few hours a week, or less, and they are often unable to commit to a regular shift pattern); and the effect volunteers have on staff morale, including staff who have seen colleagues made redundant, and who are being required to train volunteers who have replaced paid staff.

According to a 2017 review of UK Public Libraries, the top 4 challenges of using volunteers were as follows:

1. 82% The time investment that is needed to manage and support volunteers
2. 62% The time investment needed to recruit volunteers
3. 62% The level of commitment among volunteers
4. 58% The time needed to train new / casual users on systems (5)

The Government's 'Good Practice Toolkit' also reflects the need for constant and considered management of volunteers:

- a volunteer policy needs to be in place
- volunteer roles need to be agreed
- volunteers will require training for their roles
- volunteers require ongoing access to professional advice
- resources are needed to manage the volunteer roles (6)

After discussions with several Librarians and Library Managers, many examples of Volunteer Management responsibilities were highlighted. These included 'coming up with volunteer opportunities; writing role descriptions; creating & managing advertising; drafting Service Level agreements; obtaining references; DBS checks for certain roles; maintaining records; training; holding regular meetings; and hosting volunteer thank you events' (7)

The Volunteer Manager role is almost always performed in addition to an existing Librarian or Library Manager role. For example, Maria Bernal, who is the part-time Librarian and Volunteer Manager at Woodberry Down Volunteer-run Library (London Borough of Hackney), is also the Librarian at Homerton Library. Similarly, Sophia Richards, the Community Librarian for Children, Families, Learning and Outreach at North Somerset Council, also manages the Volunteer

programme in North Somerset (8). Inevitably, Librarians taking on these new responsibilities and often large numbers of volunteers, are frequently overworked and under a huge amount of pressure: '...We're open 39 hours a week. I had 5 part time staff, now I have one full time member of staff and 102 volunteers...most of whom volunteer for only 2 hours once a week...It's non-stop training and very tiring teaching 3 new people with minimal IT skills how to do frontline library work in 2 hour slot...the time it takes to train, the extra hours staff are putting in (unpaid, we don't get overtime) just so we can keep on top of our admin and line management responsibilities is exhausting.' (9)

When a Library relies on volunteers, consistent availability and reliability can be an issue. As volunteers do not have a contract in the same way a paid worker does, their attendance is not an obligation. This can lead to casual and sometimes erratic attendance, which can disrupt and put pressure on the rest of the workforce; as well as leading to valuable community group activities being cancelled, the library closing early, and the integrity of the service being damaged, '...volunteers typically are less bound to follow regular schedules or to work for extended periods of time...Limited, irregular schedules are ill suited for tasks needing frequent attention.' (10)

3.0 The Positive Effects of Volunteering: Social Empowerment and Social Mobility

Many volunteers are used in Community Outreach and Engagement roles, supporting paid staff and promoting the Library Service. Examples of these volunteer roles include: assistance with the Summer Reading Challenge; IT and Digital Literacy sessions; reading groups; and the Home Library Service for users who are unable to visit the Library due to a disability or ill health (11). As well as a desire to assist the Community, there can be many other reasons people volunteer. These can include volunteering as a way to improve self-confidence or sociability; to gain experience before applying for a paid position; or as a way of gradually integrating back into the workforce. Volunteering can have a positive effect on volunteers with learning difficulties; mental health issues; those dealing with loneliness, bereavement, social isolation and social anxiety; those dealing with unemployment and the struggle to find work or return to work; and those with extended periods of illness which have impacted on their confidence, self-esteem and motivation.

Interviewer: 'Have you had any positive feedback from volunteers on the voluntary work they do?

Community Librarian: 'I suppose the most obvious is those who have gone on to secure employment. One of the volunteers with autism secured a full time position with BT and couldn't thank us enough for giving him an opportunity to have an up to date CV and a reference. A volunteer who had been a social services manager had been claiming sickness following complications after childbirth. She hadn't been in employment for over 12 years and had significant anxiety issues. I worked with her, slowly re-introducing her to the safe library environment...Eventually she became a volunteer and developed the confidence to attend a counselling course. She is now working part-time in that field. (12)

4.0 Volunteers and Motivation

'Volunteers are fearful they will lose their libraries, so rather than be faced with that, people think of volunteering...I can understand...but they should never have been in the position to have to make that decision...Volunteers have a brilliant role to play in boosting capacity and outreach but they shouldn't be compelled to take over running the service.' (13)

Volunteers come from different professional or non-professional backgrounds, frequently with little or no experience of managing a Library. The view of the Library as a cultural hub and centre of the community, motivates volunteers to keep the service running; often with limited resources, shorter opening hours and few or no professionally trained Library staff.

As mentioned previously, reliance on volunteers can be problematic for several reasons; and motivation is a particularly powerful influence on reliability and retention. The initial determination to 'save' a Library may be an 'intrinsic motivation,' built on a strong and focused desire to keep the Library open; and the idea that this is a positive and important act. Initially, volunteers may feel that they are taking control and managing change effectively.

This action is also a result of an 'extrinsic motivation' and 'external pressures' upon the volunteer or voluntary group, caused by the potential closure of the Library.

Volunteering must be 'a choice freely made by an individual...both the volunteer and the organisation that the volunteer works with should benefit from the relationship; and the contribution of volunteers should be recognised.' (14)

The initial motivation of the volunteer to make a difference or improve the situation may decrease, when external pressures become increasingly evident and their free choice as a volunteer becomes more of an obligation or 'social coercion.' (15) External pressure may also come from volunteers having to take on more work than they were initially able to, and outside their capabilities. Untrained volunteers may not be able to cope with increased and unattainable expectations and workload. As a result, demotivation could occur as follows:

1. The reduction in paid professional Library staff could result in a lack of support and training for volunteers
2. This constraint on volunteer training and development could then result in volunteers feeling isolated or unable to fully assist Library Users
3. A lack of training and consequent limited understanding of information resources, could result in lower levels of self-confidence in volunteers; leading to frustration and disappointment that they are unable to fulfill the role
4. Frustration and negative feedback from library users, unable to receive the information or services they require, could result in a volunteer feeling that they are no longer in control
5. As a result of this lack of control, a volunteer may develop a negative association with the workplace and volunteer role. Volunteers may feel anxious, defiant, and demotivated; ultimately leading to amotivation and them leaving the volunteer position (16)

It is important to provide volunteers with consistent and thorough training and support, as well as a variety of tasks that suit their individual skills and experience '...having managed volunteers myself, I'm very aware that you have to make sure people are happy, stimulated, befriended and given a cup of tea and a chance to sit down and chat. Also, if they're there for the long term, they need some autonomy over a task (this has to be appropriate for their level of ability), and a chance to change up tasks and routines when they get bored (or they'll get burned out)' (17)

Paid and unpaid staff require professional and personal development, including positive and constructive feedback and staff appraisal. If a volunteer does not receive consistent feedback and encouragement, they may feel undervalued. Similarly, if a working environment is hostile, isolating, apathetic, or not stimulating for a worker or volunteer, there will be little or no incentive to achieve goals. Problems may also occur when the paid workforce feel undermined or threatened by the increased use of volunteers. With many paid professionals losing their jobs or

facing redundancy, there is a definite sense of unease, and sometimes a lack of respect or understanding from both paid staff and volunteers:

'...without a doubt, many of the volunteers do not value nor respect our experience....It's obvious that most of the volunteers don't really know or understand what public library staff do. They aren't intending to start a career in libraries, they haven't spent a lot of time thinking about it in the same way an applicant for a job vacancy would.' (18)

5.0 Diversity: The Effect on Service

Interviewer: Do you think Equality and Diversity are fairly represented in Libraries that rely on volunteers?

Library Manager, Wirral: NO! The vast majority of our volunteers are elderly, white & middle-class/ retired teachers, engineers etc. (19)

Community Librarian, Conwy County Borough Council: 'My experience is that I haven't seen someone from an ethnic minority, with a disability or anybody under the age of 60 volunteering. The simple answer therefore is no! However, I don't think libraries are doing enough to attract these groups anyway and our users remain older retired and white and those with young children. That's leaves a huge part of the population!' (20)

Another issue with Volunteer recruitment, is the lack of equality and diversity amongst volunteers recruited. This lack of equality and diversity can have an impact on the relationship between the volunteer and Library user; and the quality of the service provided. The less diverse the workforce, the less diverse the range of knowledge; experience and understanding of different cultures; attitudes; beliefs; and lifestyles. A lack of diversity, coupled with little or no understanding of information literacy, may ultimately lead to a biased or limited information service provision. Volunteers may be unaware of appropriate data protection laws and copyright, for example; and be unaware of the most efficient, accurate and ethical ways of finding information, such as using the most current databases to search for medical information. Volunteers may also have little or no experience of how to manage the needs of a user with specific learning needs, a disability, or mental illness. It is important for a Public Library to employ professional staff to maintain as balanced and fair a service as possible, '...public librarians should provide expert assistance and advice to users as a public service without prejudice against persons and without a hidden motive of staff affecting search results...public

librarians have an obligation to protect and promote the rights of every individual to have free and equal access to sources of information without discrimination.' (21)

6.0 The Librarian Identity: Deprofessionalisation

'What the profession needs to be vigilant of and something that should be challenged is appointing candidates to post as 'librarian' or equivalent without qualification or the need to pursue one. Regardless of the rights or wrongs of volunteer libraries it is the responsibility of all of us in the profession to uphold the integrity of what it means to be a qualified librarian. Anything else fundamentally undermines the concept of professional Librarianship' (22)

Library volunteer roles are sometimes given titles with a professional association, for example 'Marketing Assistant', Library Ambassador' and 'Library Events Facilitator,' which suggest a more serious position, with greater responsibility; and may result in an increased level of commitment from the volunteer. The language used can be encouraging for Volunteers, but problematic in its confusion with professional roles. Job titles used on the 'Volunteering Wales' website, for example, include 'Assistant Librarian' and Library Administrator.' The requirement for the 'Assistant Librarian' role requests that the volunteer has 'no particular skills, and training will be given.' The role involves 'talking to the public and using the computer to log books in and out.' (23) Language and role descriptions like this, are in danger of undermining the view of the Library Professional. Many people who have worked as a Librarian or are working towards a professional role, have extensive practical experience, training, knowledge and skills - the Librarian role is far more complex and exhaustive than this simplified job description suggests. Deprofessionalisation is hugely problematic, and volunteers are rarely able to take the place of a trained information professional '...The shift towards volunteer-run libraries also promotes the misconception that being a librarian is not a profession. Working in a library isn't just about flicking a date stamp about and re-shelving a few books...' (24)

Some Public Libraries do not believe in the importance or necessity of qualified Library staff, and the retail customer service model is often favoured over the knowledge and professionalism of a Librarian '...Being a qualified librarian is desirable, but not essential for front line staff. Also, a colleague was telling me recently that "...CILIP's own research shows than only 46% of those polled think that librarians provide trustworthy information. This does put librarians in the top 5 professional nationally, but at the same time it's not a full endorsement either"...' (25). It was interesting to hear that the Idea Store do not use volunteers, believing that '...services are

lessened by the use of volunteers, so Idea Store do not take on volunteers to do the work of professional, trained staff.' (26) There appears to be an awareness of the current situation, where volunteers have been frequently replacing professional staff; but one cannot help but feel that management is missing out on valuable expertise, knowledge and service development potential by not employing qualified Librarians.

7.0 Conclusion

'We, as members of the public, deserve better. We deserve (and are legally entitled to) a library service that delivers not only books but is a free public access point to information. We deserve someone qualified in knowledge and information management who is best able to provide that service – and that's a real librarian.' (27)

The general view amongst Library Professionals and many users, seems to indicate that replacing paid professional staff with volunteers will result in a lower quality service provision. Volunteers should, where possible, only be used to support experienced, qualified staff. Volunteers are a positive addition to a workforce, when used to support certain activities, but should not be relied on to run a Library service '...experience would suggest that the most effective use of volunteers is to support paid staff in delivering specific activities (storytimes, job clubs, reading schemes, etc.), rather than taking on the day-to-day logistics of running a library' (28). Personal experience of using (or attempting to use) a volunteer-run Library, has been problematic and disappointing, with the Library in question frequently closing early, or being unable to open due to lack of volunteer availability. For users reliant on accessing resources, including computers and internet access, this can be greatly inhibiting and frustrating. The impression created, is one of an inefficient Library Service - a service that is unreliable and non-functioning. Ultimately, the user may be forced to look elsewhere for information and resources; and the trust in the service is reduced. Reduction in paid professional staff and reliance on volunteers, also has an impact on the availability and discovery of accurate and balanced information sources; and there may be issues with volunteers' inexperience with intercultural competences and diversity.

Volunteers can be used in a positive and effective way, and volunteering can have a positive impact on those who volunteer. In a Public Library context however, volunteers need to be

managed carefully. Where possible, they need to support and not undermine professional paid staff; and they need to be offered regular training, support and feedback.

Volunteers should not be expected to take on the responsibility and workload of experienced, trained Information Professionals. There should be a clear distinction between the role of a volunteer in supporting the Library service, and representing it entirely. Evidence shows that volunteer-run libraries are not sustainable, and cannot run in an efficient, freely accessible and wholly ethical manner. Leadership and management from paid professionals is essential in maintaining the standard of a Public Library service. Without paid information professionals working as true representatives of the service, perception of Public Libraries will be further degraded and the public may lose an important resource capable of empowering and mobilising individuals and communities.

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TOWN of GRAFTON
Grafton Memorial Municipal Center
30 Providence Road Grafton, MA 01519
www.grafton-ma.gov

Grafton Public Library Board of Library Trustees

SPECIAL Joint Meeting with FinCom MEETING

NOTICE / A G E N D A

Wednesday, March 15, 2023 6:30 p.m. via ZOOM

HYBRID: 30 Providence Road, Grafton MA 01519

And ZOOM (link on FinCom Agenda)

- I. Call to Order**
- II. Presentation of Proposed FY24 Library Budget**
- III. Public Input**
- IV. Adjournment**

GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Mission

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain. At the Grafton Public Library, residents will find a place to come together to share interests, ideas and experiences.

Library Governance

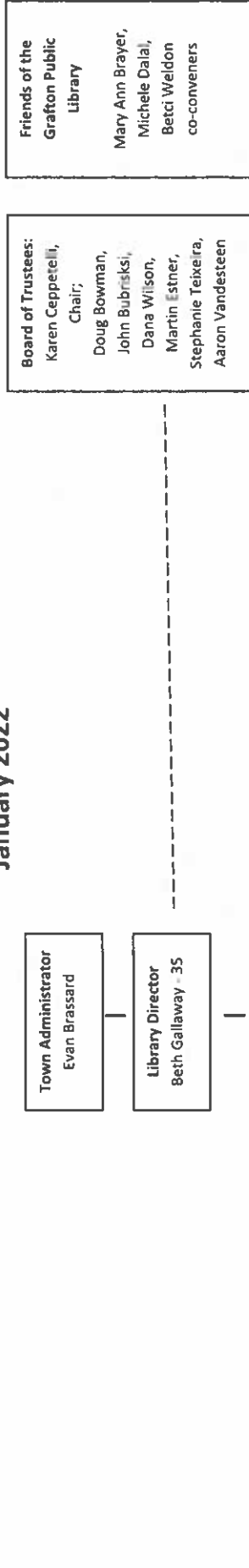
The Board of Library Trustees consists of 7 members elected from the community, charged with stewardship of the Library. They develop the Library's Long Range Plan. They meet on the second Thursday of each month at 7 pm in the Grafton Municipal Center at 30 Providence Road. Meetings are open to the public. The agenda for each meeting is posted at the Municipal Center and online. Minutes are available online, at the Library, or from the Grafton Town Clerk's office.

Operating Hours

The Library is open to the public 6 days a week, Mon-Thu 10-9, and Fri & Sat 10-6, for a total of 60 hours per week. Board of Library Trustee policy dictates 6 staff members scheduled all open hours, department closure with less than 5 people, and library closure if less than 4 people in the building.

GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

January 2022



Admin Assist - 19
Debby Jackson

Custodian
35

Custodian
30

Library Acct. Mgr.
Eileen LeBlanc - 35

Head of Teen
Services
Allison Cusher - 35

Youth Services
Librarian, Teen - 18
Sarah Slocum

Library Associate
Teen - need 40 hrs

YA Page - 10 hrs

TAB / Volunteers

Adult Services
Librarian, Technical
Cynthia O'Neil - 35

Volunteers

Head of Borrower
Services
Kara Dzindolet - 35

Sr. Library Associate
- Circulation
Sandhya Shenoy - 35

Sr. Library Associate
- Circulation
Allison Picone - 30

Library Associate
Ranjita Hegde - 25

Library Associate
Jane Burrough - 19

Library Associate -
BS - need 36 hrs.

Page
Taylor Dee - 12

Volunteers (26)

Head of Reference
Heidi Fowler - 35

**Adult Services Librarian,
Reference -18**
Eric Lindstrom

Library Associate -
REF - need 30 hrs.

Page - 10

Head of Children's
Sarah Banister - 35

Sr. Library Associate
Jen McNeil - 35

Sr. Library Associate
Marilyn Wilcox - 12
(1)

Library Associate -
Children's
Cyndi Zarriello - 35

Library Associate -
Children's
Kristin Pilakas - 2 (8)

Library Associate
Children's
Stacie Herbert - 20

Library Associate -
CR - need 36 hrs.

CR Page -10 hours

GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Programs and Services

Library Director / Admin

- Advocacy
- Patron feedback, information & referral
- Budget, Finances, Accounting, Gifts & Donations
- Collection development, procurement
- Work with Board of Library Trustees/Friends
- Building /Facility Maintenance
- Policy & Procedures
- Community Outreach & Partnerships
- Grant writing & administration
- Long Range Planning & other project management
- Website, Social Media, Marketing
- Author Visits & adult programming
- Surveys & Evaluations
- Reports & Statistics
- IT
- Desk coverage as needed

Technical Services

- Purchasing & Acquisitions
- Cataloging
- Collection repair and maintenance
- Database management
- Desk coverage as needed

Reference

- Adult reference & research
- Adult programming
- Reader's advisory – all ages
- Displays
- Programming for adults
- Recommends for purchase adult nonfiction, magazines, databases
- Coordinates tax forms
- Maintains bulletin boards
- Records database and reference statistics
- Records adult statistics
- Outreach to community organizations
- Passport & test proctoring services

Borrower Services

- Registers borrowers
- Check out/renews materials
- Check in/shelve returns
- Reader's Advisory to adults
- Displays
- Interlibrary Loan
- Museum Passes
- Purchases adult fiction, media, ebooks
- Maintains adult collections
- Office supplies & copier maintenance
- Volunteer program
- Homebound delivery
- Outreach

Children's Services

- Children's/tween reference & research
- Reader's advisory to youth
- Children's programming
- Purchases children's materials
- Maintains children's collections
- Registers borrowers
- Checks out/Renews materials
- Check in / shelves returns materials
- Records children's room statistics
- Trains youth services volunteers
- Outreach to preschool and elementary schools and youth-serving organizations
- Social media

Teen/Tween Services

- Teen/tween reference & research
- Reader's advisory to teens/tweens
- Teen/tween programming
- Purchases teen/tween materials
- Maintains teen/tween collections
- Registers borrowers
- Checks out/Renews materials
- Check in / shelves returns materials
- Records teen statistics
- Outreach to high school/middle school and youth-serving organizations
- Social media

LIBRARY - 610 - SUMMARY

Department Description:

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain.

OPERATING COSTS		FY24			
BUDGET ITEM	FY22 Actual	FY23 REQUEST	DEPT. REQUEST	TOWN ADMIN.	
Personnel		\$ 672,354.00	\$853,185	\$ -	\$ CHANGE \$0.00
Expenses		\$ 214,900.00	\$252,871	\$ -	\$ CHANGE \$ (1.00)
Equipment		\$ -	\$0	\$ -	\$ CHANGE \$ (1.00)
Total		\$ 975,000.00	\$1,106,056	\$ -	\$ CHANGE \$ (1.00)

comparisons made using the Town Admin budget

Budget Statement:

The FY24 Library budget request meets all MBLC State Aid program requirements. The Public Library is mandated by MA state law to grow the budget by the average Total Appropriated Municipal Income (TAMI) over 3 years plus a 2.5% increase (estimated at FY24) and, in addition, to spend a proportional percentage of our budget on educational materials (items for patron use). The MAR is figured by adding personnel, expenses and equipment totaling \$962,268 by .14942528, for a total of \$143,787.16 required to be spent on educational materials and periodicals, or 13% of a budget of \$1,106,056. To keep this budget low, we have figured only a 13% MAR which requires the Library to stay open 2 more service hours per week to meet State Aid requirements. As anticipated, the introduction of multiple meeting rooms, additional restrooms, more floor space and more foot traffic have resulted in an increase in demand for patron services, office supplies, building maintenance supplies, and utilities (offset by green power initiatives). The many new systems, automated to reduce staffing requirements, have annual service contracts and maintenance fees. This budget implements the step system established in FY22. Budget strategies include putting more funding into staffing and relying on revolving accounts and State Aid to supplement some operating expenses, including marketing, professional development, dues and memberships, and professional and technical. We thank the Town Administration, finance committee and voters for recognizing the many new duties, tasks and skills necessitated with the new building and its systems and equipment.

PERSONNEL	0				TOWN ADMIN.	CHANGE
	FY2020	FY2021 BUDGET	DEPT. REQUEST			
Managerial	\$ 1.00	1.0	\$ 1.00			
Clerical	\$ 0.50	0.8	\$ 0.80			
Professional/Technical	\$ 8.50	12.2	\$ 18.00			
Total	\$ 10.00	12.0	\$ 19.80			

Goals:

To continue to serve the Grafton population with high quality library programs and materials. The Grafton Public Library move to a newly renovated and expanded \$16.6 million 26,000 sq. ft. facility in FY22, striving to provide the same level of services that it always has. Please see the 2024 Action Plan, which has updated Library goals and supporting activities to meet those goals.

LIBRARY - 610 - ORGANIZATIONAL CHART & ESSENTIAL FUNCTIONS

LIBRARY - 610 - ORGANIZATIONAL CHART & ESSENTIAL FUNCTIONS

The Grafton Public Library is managed by a Library Director who is appointed by the Town Administrator, but also answers to a Board of Library Trustees. The Director is responsible for managing all aspects of the public library including procurement, circulation, budgeting, programming, payroll duties, scheduling, etc. They are also responsible for any reporting requirements set forth by the state Massachusetts Board of Library Commissioners. In addition, the Director supervises all personnel within the Library department. The Technical Services Librarian is responsible for maintaining the CW MARS library database and materials acquisition. The Administrative Assistant is responsible for all Trustee and Director correspondence, meeting minutes and agendas, and social media and publicity. The Accounts Manager is responsible for bill preparing, daily finances, invoicing for lost materials, mail and the periodicals order. The Borrower Services Librarian is responsible for all aspects of circulation and adult services and supervises 4.5 FTE. The Reference Librarian manages all library statistics and oversees programming for adults, and supervises .5 FTE. The Teen Services Librarian manages all aspects of the teen department, represents the Library at town and school functions, and supervises .5 FTE. The Children's Librarian is responsible for services to children ages 0-12 and their caregivers, represents the Library at town and school functions and supervises 3 FTE.

LIBRARY - 610 - DETAIL

PERSONNEL

Line Item		FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA	
		\$	\$	\$		\$0.00
5112	Department Head Salary Full Time Department Head with a MSLIS managing a 26,000 sq. ft. facility and up to 18 FTEs. The Library is open 60 hours, 6 days a week. Request does not reflect additional tasks and duties and increased scope of work with the growth in building and staff. The current Library Director has a master's degree, over 25 years of experience in public libraries, over 20 years of management experience, and over 10 years of experience in library administration. The Director is capped at grade 7 step 12 and is slated to receive a 2% increase. GOAL: Maintain State Aid Certification requirements for a MLS library director.	\$ 84,922.00	\$ 90,473.00	\$ 91,928.20		107%
5114	Permanent Full Time Personnel Includes nine (9) full-time employees, five (5) with a Masters in Library and Information Science. Library Department heads are responsible for public services and supervising the activities of part-time staff and volunteers. The American Library Association's recommended entry level salary for an MLS Librarian is \$47,957/year, or \$26.24 per hour, while the 2021 Occupational Outlook Handbook recommends \$58,000 or \$28/hr as of 2019. These full-time employees need 80% of their time off the desk to manage the department, and are required to staff the public service desk due to schedule gaps, delaying completion of their work and prohibiting new initiatives. Request includes increase in hours for 1 staff member to move from 19 to 35 hours with benefits. Step raises were implemented from FY24 rates provided by accounting. GOALS: Meet Board of Library Trustee's Minimum Staffing Policy requirement. Cover five service desks 60 hours a week to meet next level MAR of 13% and allow coverage for off-desk time for management level staff to plan and evaluate programs, collections and services and manage staff and projects. Attract skilled candidates with competitive salaries. Retain valued employees. Provide a living wage.	\$ 373,845.00	\$ 457,828.00	\$ 527,217.60		115%
5115	Wages Part-time Personnel Includes 10 part-time employees (5 with Masters degrees) and 3 on-call temps (all with Master's degrees). Request includes 1 new hire to cover 18 hours hours in the Teen Room, and a budget for on-call temps to cover staff leave time. Step raises were implemented from FY24 rates provided by accounting. GOALS: Meet Board of Library Trustee's Minimum Staffing Policy requirement. Cover five service desks 60 hours a week to meet next level MAR of 13% and allow coverage for off-desk time for management level staff to plan and evaluate programs, collections and services and manage staff and projects. Attract skilled candidates with competitive salaries. Retain valued employees. Provide a living wage.	\$ 245,000.00	\$ 160,826.00	\$ 234,039.00		146%

PERSONNEL TOTAL	\$	703,767.00	\$	709,127.00	\$	853,184.80	\$	120%
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LIBRARY - 610 - DETAIL

EXPENSES 1 OF 6

Line Item		FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5210 Energy		\$ 33,500.00	\$ 35,198.00	\$ 10,000.00	\$0.00
	Heat & Electricity. Large credit from Ngrid still.				
	GOAL: Provide a safe, attractive facility, e.g. maintain comfortable temperature and humidity and appropriate interior and exterior lighting.				
5230 Non-Energy Utilities		\$ 1,600.00	\$ 2,000.00	\$ 1,600.00	
	Sewer. Bills in first quarter totalled around \$500, anticipating \$2,000 annually due to increase in number of restrooms and watering of new plantings.				
	GOAL: Provide a safe, attractive facility, e.g. sanitary, functioning restrooms, library garden & attractive landscaping.				
5240 Repair & Maintenance		\$ 11,000.00	\$ 23,090.00	\$ 23,090.00	
	All costs increasing due to increased floor space, more parking lot and walkways to salt and sand, more bathrooms and kitchens, new HVAC units, increased grounds maintenance, landscaping (tree trimming, shrub maintenance and library gardens), green roof maintenance, recurring charges: annual gutter cleaning, elevator and fire system inspections, custodial supplies, snow and ice removal, collection maintenance & disc repair.				
	GOALS: Provide a safe, attractive facility, e.g. clean, sanitary, maintained interior/exterior. Add new materials, and repair old library materials when possible.				
	Pest Control \$95/month x 12 mo	\$ 1,140.00			
	HVAC \$11000	\$ 11,000.00			
	Green Roof maintenance	\$ 1,000.00	(2059 in calendar year 2023		
	Gutter cleaning	\$ 250.00			
	Fire Inspection	\$ 500.00			
	Elevator inspection	\$ 1,000.00			
	Elevator service contract	\$ 800.00			
	collection maintenance supplies	\$ 1,500.00			
	custodial supplies	\$ 1,800.00			
	sand for winter season	\$ 2,100.00			
	misc plumber/electrician	\$ 2,000.00			

LIBRARY - 610 - DETAIL

EXPENSES 2 OF 6

Line Item		FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5248	Contracted Services	\$ 22,500.00	\$ 61,296.00	\$ 59,013.00	\$0.00
	Includes CW MARS network membership & digital content service, database authentication, contracts for alarm monitoring, new AMH and self-check systems support and licensing, movie license, & public computer software licenses.				
	<p>GOALS: increase patron access to materials through the C/W MARS library network that provides a shared catalog to facilitate reciprocal borrowing and statewide delivery. Provide security to patron computers to reduce risk, reduce maintenance, and ensure a uniform experience for visitors. Maintain self-check, AMH and inventory control for speed, efficiency, accuracy, loss prevention, and patron privacy. Provide an efficient, accessible, user-experience driven, mobile friendly, attractive web presence.</p>				
	C/W MARS membership:	\$ 21,811.00			
	Database authentication (EZProxy)	\$ 1,000.00			
	Bibliotheca (AMH & Self-Check)	\$ 28,500.00			
	American Alarm monitoring	\$ 1,000.00			
	Swank Movie License (public	\$ 450.00			
	Hootsuite (social media)	\$ 174.00			
	Canva account (graphics creation)	\$ 120.00			
	Wowbrary	\$ 375.00			
	Constant Contact (marketing)	\$ 800.00			
	BeanStack (summer reading	\$ 800.00			
	web hosting and domain renewal	\$ 530.00			
	Fire Suppression maintenance	\$ 400.00			
	Deep Freeze license for 43 public use				
	Internet computers	\$ 3,053.00			

LIBRARY - 610 - DETAIL					
EXPENSES 3 OF 6					
Line Item		FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5270 Rentals & Leases		\$ 250.00	\$ 160.00	\$ 100.00	\$0.00
	Mailbox rental, \$160; Xerox copier, \$800 per month = \$9,600 annually - Recommendation to fund copier lease from State Aid in FY24.				
5300 Professional and Technical					
	Staff development & recruitment, including physicals & certificates. Estimated at \$560 for 1 physical, 3 para certifications. Recommendation is to fund from State Aid in FY24.				
5311 Marketing		\$ 1,172.05	\$ -	\$ -	\$ -
	Marketing is a major initiative in our Long Range Plan. National Night Out & School visit incentives, \$600. Recommendation is to fund from State Aid in FY24. GOAL: Increase the reach and use of the library. Ensure every GPS student has a library card.				
5330 Conference/Seminar Fees		\$ 1,701.50	\$ -	\$ -	\$ -
	Cost of attending VIRTUAL local, state and national library conferences/symposiums and professional development is \$300-500 per staff member. Recommendation to fund from State Aid in FY24. GOAL: Each staff member will attend 4 professional development sessions annually. Director will have opportunity to attend MLA and NELA annually and ALA OR PLA in alternating years. Department heads will have the opportunity to attend chapter (MLA) or division (YALSA, ALSC) conference every other year. Recommendation to fund from State Aid in FY24.				
5340 Communications		\$ 3,750.00	\$ 4,300.00	\$ 3,480.00	
	Telephone & postage. We need telephone service to provide services remotely, and for safety and security to reach police/fire. We mail overdue notices after exhausting electronic communication methods to patrons with overdue materials so materials will get returned. GOALS: Serve patrons through remote reference/reader's advisory via telephone. Communicate via mail when necessary. Recoup lost and overdue items.				
	Zoom account (remote meeting)	\$ 180.00			
	Verizon @ \$50/month	\$ 600.00			
	Marketspark @ \$110/month	\$ 1,300.00			
	Postage @ 100/month	\$ 1,400.00			

LIBRARY - 610 - DETAIL

EXPENSES 4 of 6

Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5420 Office Supplies				\$0.00
Materials processing supplies (RFID tags, stickers, labels, cases) and office supplies (tape, pens, archival materials, labels, envelopes)	\$ 5,000.00	\$ 4,200.00	\$ 3,800.00	
GOALS: Maintain library collection. Maintain self-check processes for speed, efficiency and, patron privacy. Provide patrons and staff materials to do their library-related work.				
RFID tags for new materials	\$ 1,400.00			
materials processing supplies	\$ 1,200.00			
office supplies	\$ 1,200.00			
5515 Educational Supplies	\$ 112,000.00	\$ 127,000.00	\$ 135,000.00	
The Library circulated 92,513 educational materials in print, media & digital formats in FY22, and had 16,522 uses of electronic collections. The MAR is figured by adding personnel, expenses and equipment totaling \$962,268 by .14942528, for a total of \$143,787.16 to be spent on educational materials and periodicals, or 13% of a budget of \$1,106,056. Allocations are on sheet 3.				
GOALS: Meet State Aid requirements for Materials Expenditure and MAR. Maintain Library Certification. Increase circulation annually. Increase holdings. Diversify breadth, depth and format of materials available.				
5516 Periodicals	\$ 8,000.00	\$ 8,028.50	\$ 8,788.00	
The Library circulated 393 periodicals from over 100 subscriptions in FY22. Periodicals are included as educational materials for State Aid calculations. This budget includes professional journals for selection of library materials.				
GOALS: Meet State Aid requirements for Materials Expenditure and MAR. Maintain Library Certification. Increase circulation annually. Increase holdings. Diversify breadth, depth and format of materials available.				

LIBRARY - 610 - DETAIL

EXPENSES 5 of 6

Line Item		FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA
5710	Instatate Travel	\$ 1,000.00	\$ 600.00	\$ 600.00	\$0.00
	<p>Traveling to meetings and roundtables is essential to forming local policy with our network, seminar, symposium and conferences are vital to our professional development. Staff are required to attend one professional development session per quarter and off-site meetings for Users Council, technical services roundtable, etc which are sometimes an hour away. The Library Director attends the New England and Massachusetts library association conference and ALA when possible. Mileage reimbursements for homebound delivery, in-person meeting requirements and travel for purchases, or delivery/travel to local schools, estimated at up to \$600.</p> <p>GOALS: Library staff are up to date with best library practices and on trend for cutting edge library services. Each staff member will attend 4 professional development sessions annually.</p>				
5717	Programs	\$ 15,000.00	\$ -	\$ 8,000.00	
	<p>In FY22, the Library hosted X live remote to X people & X recorded virtual programs had X views. Including our DIY programs, we provided X programs to X participants. Proposed allocation includes \$2,000 for teen programs (crafts, gaming, Dungeons & Dragons, movie night); \$3,000 for children's programs (music, storytime, crafts, STEM, author visits, movie night, performers); \$2,000 for adult programs (lectures, ukulele, movies, coloring, crafts, authors) and \$1,000 for all ages programming. Programming is supplemented by Friends funding, gifts, donations, and grants.</p> <p>GOALS: increase youth literacy, provide 1,000 books before kindergarten program, increase technology programming, increase cultural and arts programming, add new adult programming.</p>				

LIBRARY - 610 - DETAIL					
EXPENSES 6 of 6					
Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA	
5730 Dues and Memberships	\$ 1,711.00	\$ -	\$ -	\$ -	
These memberships provide access to free and discounted webinars, symposiums and conferences that are vital to our professional development. Digital Commonwealth membership allows for digitizing of library materials such as yearbooks. Total: \$1,670, recommendation is to fund from State Aid in FY24.					
GOALS: Library staff are up to date with best library practices and on trend for best practice and cutting-edge library services. Each staff member will attend 4 professional development sessions annually.					
Digital Commonwealth	\$300				
Director, ALA/PLA/YALSA	\$200				
Director, MLA + NELA	\$170				
Head of Childrens, ALA/ALSC	\$200				
Head of Teen Services, ALA/YALSA	\$200				
Head of Reference ALA/RUSA	\$200				
Head of Borrower Services, MLA	\$200				
Paralibrarian, MLA for 3 staff	\$200				
EXPENSES TOTAL	\$ 217,184.55	\$ 265,244.00	\$ 252,871.00	\$ -	
LIBRARY - 610 - DETAIL					
EQUIPMENT					
Line Item	FY22 Actual	FY23 Approved	FY24 DEPT Request	FY24 TA	
5880 New Equipment	\$ -	\$ -	\$ -	\$ -	
recommendation is to fund from State Aid in FY24.					
GOALS: Provide access to technology for staff and public. Reduce staffing needs with self-service options for patron computing and printing.					
EQUIPMENT TOTAL	\$ -	\$ -	\$ -	\$ -	
DEPARTMENTAL TOTAL	\$ 920,951.55	\$ 974,371.00	\$ 1,106,055.80	\$ -	

[illegible]

FY24 EDUCATIONAL MATERIALS & PERIODICALS ALLOCATION

	13% TARGET	\$ 143,787.16	
COLLECTION	Allocation	Staff Oversight	
A NF	\$ 18,000.00	Beth, Heidi, Eric	
A FIC (Regular & Large Print)	\$ 18,000.00	Kara	
A Graphic	\$ 4,000.00	Beth, Kara	
A Audiobooks	\$ 6,000.00	Kara	
A DVD	\$ 8,000.00	Kara	
A Music	\$ 2,000.00	Kara	
Video Games	\$ 3,000.00	Allison	
Kits/Misc	\$ 2,000.00	ALL	
Databases	\$ 19,000.00	ALL	
eBooks & eMedia	\$ 18,000.00	Kara	
YA	\$ 12,000.00	Allison	
Tween	\$ 5,000.00	Sarah/Allison	
Childrens	\$ 20,000.00	Sarah	
Periodicals	\$ 8,788.00	Beth, Kara, Allison, Sarah	
	\$ 143,788.00		



2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

At the end of 2022, the Grafton Public Library was still completing punch list items for the Library's expansion and renovation project and has not received a permanent certificate of occupancy due to ADA non-compliance for counters and sinks; the architect and construction company will be remediating this issue in early 2023.

The Library was open 2,869 hours over 287 days in 2022, including 827 hours after 5pm and 396 Saturday hours, and surpassed the required to be open for 38 weeks of the year. The Library is open 60 hours per week: Monday through Thursday from 10 a.m.–9 p.m. and Friday and Saturday from 10 a.m.–6 p.m. Staff continued to provide remote and in-person reference and reader's advisory and live and recorded virtual, DIY and passive programming. We continue to offer home delivery and no-contact curbside pickup service for library materials upon requests, and offered a socially-distanced monthly visit to Crescent Manor. Download the C/W MARS app online at www.cwmars.boopsie.com.

The Library circulated 140,310 physical items and 36,421 digital items. We checked out 120 packets from our seed library and 683 museum passes. Our security gates caught 1,872 instances of a patron exiting without checking an item out – we did lose an oculus virtual reality headset, which we will not be replacing.

We issued 1,132 local cards in 2022, and another 46 cards were issued to Grafton residents from other libraries, totaling 1,178 new or replacement cardholders. Residents with library cards total 8,985; 9,695 borrowers hold Grafton cards beginning with the 27445 prefix. We continued to offer online borrower registration as well as Internet-only cards so patrons could access online resources such as OverDrive. A library card is free to any person who lives, works, or owns a business/property in Massachusetts; proof of residency is required. Replacement cards cost \$1 and are this fee is waived in September during National Library Card Sign Up month.

Library programs totaled 382 programs for 4,997 attendees. We offered story times arts and crafts, STEAM programs, and book discussion groups for all ages, GUM Jam, ukulele and Knitting Etc. for adults, and an all-ages Community Read. We debuted a sewing club for tweens and an Anime Club and Manga club for teens and tweens. Our Library Summer Program was hybrid, with online registration, activities, badges, raffles and reading logs offered via BeanStack, and in-person programs for all ages. The 2022 Library Summer Program had 161 new registrations between June 1 and September 4. Participants completed 586 activities and earned 409 badges; participants read 992 books and tracked 146,056 pages.

Wi-Fi was available 24/7 from the building and grounds, but we did not have a way to track usage; we estimate 100 logins to the wi-fi each month. 2,726 people used library public access computers. We have laptops that we are unable to deploy for in house use while we wait for IT to provide a dedicated server to manage them. Printing, faxing, and laminating was offered for a fee; scanning and shredding are free. Notary and passport acceptance are still suspended. Staff continued to offer technology assistance, reader's

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

advisory, and reference help in person and remotely via phone, email, and Facebook messenger.

We answered 1,790 reference questions and placed 7,931 holds for patrons. We had database uses. The state provided access to new databases including Pebble Go, and ; we ended our subscriptions with Hoopla (digital content) and Freegal (music) at the end of the year.

RETURN ON INVESTMENT

The value of circulating materials in 2022 was \$ 1,444,503.21. Calculate the value of your household's library use online at:

https://www.swissarmylibrarian.net/librarycalculator/valuecalc_popup.html

2022 STATS AT A GLANCE

- **67,116** items owned, up 4.8%
- **140,310** items checked out, up 114%
- **36,421** e-items circulated, up 54%
- **683** museum pass checkouts, up 69%
- **17,949** items received via delivery from other libraries, down 41%
- **10,285** items sent to other libraries via delivery, up 9%
- **69,483** visitors, up 323%
- **1,178** cards issued, up 115%
- **8,985** 27445 cardholders, down 3.8%
- **9,695** Grafton resident cardholders, down 6.9%
- **382** programs, up 53%
- **4,997** attendees, up 67%
- **718** public meeting room bookings, up 755%
- **1,632** meeting room attendees, up 155%
- **58** unique volunteers, up 123%
- **1,034** hours volunteered, up 462%
- **2,726** computer uses, up 600%
- **1,790** reference questions, up 375%
- **7,931** holds placed by staff
- **76,033** website hits, up 30%
- **121,939** page views, up 24%
- **17** notarizations, up 6%

BENEFITS OF THE LIBRARY

The Library provided access to a collection of over 67,000 items in various formats for children, teens, and adults, including books (large print, graphic novels, manga, English Language Learner (ELL) resources, fiction, non-fiction, easy readers, picture books, board books for babies, and more); magazines for all ages; audiobooks in CD and MP3 format; music CDs; movies and television series on Blu-ray and DVD; membership passes to local museums and attractions; board, card, and video games for all ages; and a variety of kits and equipment, such as a metal detector, banjo/lele, telescope, home energy assessment kits, binoculars, lawn games, programmable robots, and more.

Online Services and Database Statistics

Ancestry.com: 5,419 searches, 55% decrease

Online genealogy database - access in-library only.

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

AWE – 2,975 uses, 182% increase.

Early Literacy Workstation - access in-library only.

BookFlix: 120 sessions, 56% decrease

Streaming eBooks from the Scholastic catalog, paired fiction and nonfiction for children - access at ezgf.ez.cwmars.org:21843/login?url=https://digital.scholastic.com/site/launch/bkflix/?ucn=600019967

ComicsPlus: 1,059 titles downloaded, 1,146% increase

Comics, manga, and graphic novels in eBook format for all ages, always available - access at grafftonpublicma.librarypass.com/

Freegal: 1,137 songs streamed, 50% decrease, discontinued at the end of 2022.

Streaming music database.

Gale databases: 1,160 searches, 56% decrease

General interest and subject specific databases provided by the Commonwealth - access at www.galepages.com/mlin_c_graftpl/all or download the Access My Library app for Gale databases at <https://support.gale.com/tools/aml>

Hoopla: 3,799 titles streamed 3,939, 4% increase – discontinued at the end of 2022.

Streaming music, audiobooks, television series and movies - access at www.hoopladigital.com or download the Hoopla App on iTunes or Google Play
Discontinued at the end of 2022.

MA Driving Tests: 18 sessions, 50% decrease, free service

Practice exams for the MA driving test - access at grafftonlibrary.driving-tests.org/massachusetts/

Pronunciator: 437 sessions, 7,183% increase

Language learning software – learn 163 languages in 101 languages.
– access at https://login.ezgf.ez.cwmars.org:21843/login?url=https://learning.pronunciator.com/getstarted.php?library_id=20182 or download the Pronunciator Language Learning app: www.pronunciator.com/go-mobile

Teachables: 501 sessions, 22% increase

Scholastic collection of materials for homeschoolers and educators – worksheets, lesson plans, bulletin board content and more. – access at ezgf.ez.cwmars.org:21843/login?url=https://digital.scholastic.com/site/launch/tcb?ucn=600019967

Teen Health Resource: not tracked

Database of teen health and wellness topics, including disease, mental health, financial literacy, sexuality, and more - access at online.omnigraphics.com/login/gouHXjGwtyo=

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

Tutor.com: **467** sessions, **397%** increase
Free tutoring daily for all ages in many subject areas, plus essay and resume review, from 3–9 p.m. daily. Access at www.tutor.com/grafon or download the app at www.tutor.com/mobile

In addition to offering eBooks, music, movies, and online learning at grafonlibrary.org, the Library continues to increase its social media presence across multiple platforms. Friend or follow the Grafton Public Library on the following sites!

- www.facebook.com/GraftonPublicLibraryMA/ - 2,121 followers
- www.instagram.com/grafonpubliclibrary - 713 followers
- www.tiktok.com/@grafonpublib - 647 followers
- www.twitter.com/grafonpublib - 425 followers
- www.pinterest.com/grafonpublib - 423 followers
- www.youtube.com/grafonpublic - 105 subscribers

GRANTS and GIFTS

The Town of Grafton received a disbursement of \$2,444,882.00 from the Massachusetts Board of Library Commissioners for the MA Public Library Construction Program.

The Library received \$23,331.25 from New England Low Vision for magnifiers, low vision hardware and software, and training.

The Library received \$1,550 from the Grafton Cultural Council for library programming.

The Library received \$1,000 from the Coalition for a Healthy Greater Worcester for Emotional Wellness Week.

The Library received three State Aid grants in two payments, totaling \$32,298.44, from the Massachusetts Board of Library Commissioners. This money is appropriated from resident taxes and administered by the Board of Library Trustees.

State Aid Funding is dependent on several requirements:

- Municipal Appropriation Requirement: the annual Total Municipal Appropriated Income (TAMI) is a minimum of the average of the last 3 years plus 2.5%;
- Meet the minimum Standards of Service for operating hours, materials expenditure, and more; and
- Report statistics annually.

Not meeting these terms results in loss of state aid, loss of grant opportunities, loss of awarded grant funds, and loss of reciprocal borrowing privileges. More about State Aid is online at <https://mbic.state.ma.us/programs-and-support/state-aid-and-arls/>.

The Replacement Library Materials (Lost Items) accounts had \$-90.55 at year's end, and the Library Materials account had \$3200.90 at year's end. There is \$160.86 remaining on the SHRAB grant.

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

The Library Gift Account had \$34,840.70 at year's end, \$10,000 of which was annual contributions from the Friends that was deposited to the Gift Account for museum passes, the Library Summer Programs, staff hospitality and two OWL remote meeting cameras. The Friends hosted multiple book sales in addition to the ongoing sale in the Friends Corner, and sold bookmarks, branded notebooks and pens, greeting cards, LEGO library kits, and book bags as well as book bundles.

The Capital Campaign continues to accept donations and pledges. Donations may be sent to GPL Capital Campaign PO BOX 387 GRAFTON MA 01519.

PERSONNEL

Donna Bates-Tarrant, head of technical services, retired in June after 22 years of service. Susan Leto, head of circulation, retired in June after 19 years of service, but has continued to temp. Kate Kazlaskus resigned as Adult Services Librarian – Reference in June.

Sarah Slocum was appointed as part-time permanent Teen Librarian in March. Mary Bowen, Deborah Jackson, Sarah Leveille, and Eric Lindstrom were appointed as temps in March.

Deborah Jackson-Moore was promoted to permanent part-time and replaced Beth Patch as the Library's Administrative Assistant and Trustee Scribe in June 2022.

Eric Lindstrom was promoted to permanent part-time replaced Kate Kazlaskus as Adult Services Librarian--Reference in June 2022.

Kara Dzindolet was appointed as Head of Borrower Services Librarian, replacing Susan Leto, in August 2022.

Cynthia O'Neil was appointed as Adult Services Librarian--Technical Services, replacing Donna Bates-Tarrant, in September 2022.

Marilyn Wilcox dropped from 20 to 12 hours in November, and Stacie Herbert increased to 20 hours. Multiple staff received longevity pins for 1, 5, 10, and 15 years of service from Town of Grafton.

Staff unionized in June 2022. Negotiations begin after the new year.

VOLUNTEERS

Staff oversaw 58 unique volunteers who donated 1,034 hours of service. Volunteers shelved and shelf-read library materials, delivered materials to the homebound, covered books, weeded in the Library's gardens, scanned historical documents, and collated copies.

GRAFTON PUBLIC LIBRARY EXPENSES IN EXCESS OF \$1,000

January 1 2022-December 31, 2022

Town By-laws require each department to disclose expenditures over \$1,000.00. The Library spent over \$1,000 with the following vendors in the 2022 calendar year:

2022 REPORT OF THE GRAFTON PUBLIC LIBRARY

Ingram Library Services	\$ 48,767.94
Bibliotheca	\$ 29,858.76
New England Low Vision (reimbursed from grant)	\$ 23,331.25
National Grid	\$ 23,177.33
C/W MARS network	\$ 21,632.00
Massachusetts Library System (Bibliotemps)	\$ 19,389.07
Renaud HVAC	\$ 16,500.00
Midwest Tapes	\$ 15,121.19
OverDrive	\$ 10,219.36
Xerox	\$ 9,099.46
Amazon.com	\$ 7,950.33
Blackstone Publishing	\$ 6,188.40
Library Ideas	\$ 4,994.00
W.B. Mason	\$ 4,108.56
Department of Environmental Protection	\$ 3,435.00
Tutor.com	\$ 3,000.00
Gale	\$ 2,913.20
Scholastic	\$ 2,721.00
American Alarm	\$ 2,247.57
Apple Tree Arts	\$ 2,162.00
First Arkansas Bank	\$ 2,147.64
Eversource	\$ 2,092.45
Animal Adventures (\$1550 reimbursed by GCC)	\$ 1,560.00
Ransford Pest Control	\$ 1,540.00
Demco	\$ 1,470.01
Plymouth Rocket	\$ 1,450.00
W.T. Cox	\$ 1,399.05
Worcester Elevator Co.	\$ 1,385.00
ProQuest	\$ 1,332.40
MarketSpark	\$ 1,297.56
Worcester Telegram & Gazette	\$ 1,181.00

Respectfully submitted,



Elizabeth S. Schreiber,
Library Director



MINIMUM STAFFING REQUIREMENT POLICY



The Grafton Public Library is committed to providing sufficient staffing of the 26,000 square foot Library facility in order to:

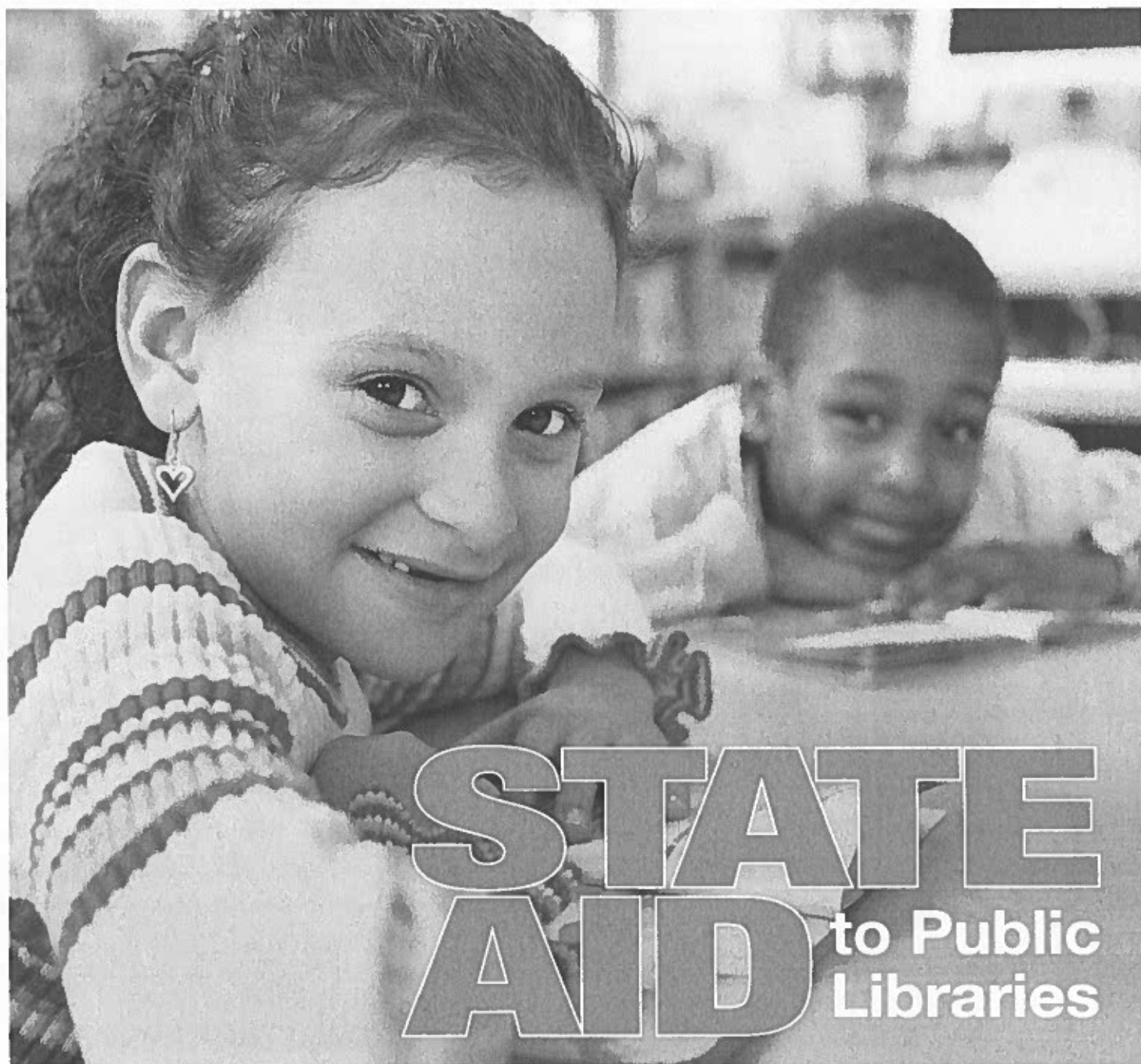
- Maintain a high level of quality of service to all patrons; and
- Protect the personal safety of all Library patrons and all Library staff.

The following policy is in force to support these objectives:

1. A minimum of one staff member for each desk (Lobby, Children's Room, Teen/Tween Room, Circulation Desk and Reference Desk) plus one staff member to float/supervise will be scheduled for all hours of operation. A staff member is defined as an employee who provides regular Library services to patrons.
2. If scheduled staff are unavailable to work as scheduled, other staff members will be called in if possible. Services will be curtailed or the Library closed only until such time as the required number of staff becomes available.
3. Volunteers may not replace paid staff members to provide desk coverage.
4. In the event that the minimum staffing requirement is not met, the following steps may be taken:
 - a. If five staff members are available, staff will cover the five service desks.
 - b. If four staff members are available, the space with the fewest number of patrons may close, and Group Study / Tutor Room occupants will be redirected to an open floor.
 - c. If fewer than four staff members are available, the Library will close to the public.
5. The Library Director has discretion to close some or all of the Library based on assessment of staffing, after conferring with the Board of Trustee chair or their designee.
6. In the event of closure, staff will communicate as quickly as possible to the Library Director and the Library Board of Trustees Chairperson the circumstances necessitating the need to curtail or close the Library. The Director or their designee will direct appropriate closure.
7. Staff will post public notice of Room/Library closure on all patron/room entrances and on the Library's website and social media with as much notice as possible. This notice will state time of closing, reason for closing, and anticipated time of reopening.
8. While the Library or a room is closed, scheduled staff will work "off desk" at other Library tasks. Scheduled personnel hours and wages will not be affected, and the hours of work will not be forfeited.

Adopted: Library Board of Trustees, December 2009

Last Revised: March 2, 2016; June 23, 2021; July 25, 2022



STATE AID to Public Libraries

A Guide for Municipal Officials

The State Aid to Public Libraries Program is at the heart of sharing materials across Massachusetts. It gives residents access to 59 million items beyond what any single library owns. This means that residents get more while local communities save money.



Massachusetts Libraries
BOARD OF LIBRARY COMMISSIONERS

Why Staying Certified Matters

.....State Aid Certified.....

YES

- State Aid funds can be used in any way that supports the library.*
- Local communities save money.
For example, because the library is State Aid certified, Pittsfield residents were able to borrow more than **27,000 items** from other libraries. If the library had to purchase these items it would cost an estimated **\$270,000**.

MUNICIPALITIES have access to:

- millions of dollars in library construction grants through the MBLC's Massachusetts Public Library Construction Program.
- federal grant money for local needs through the MBLC's Library Services and Technology Act (LSTA) Grant Program.
- the MBLC's Small Libraries in Networks program which provides libraries that serve small communities (population under 10,000) with funding to support their network memberships.

RESIDENTS have access to:

- 59 million items from libraries across the state.
- resources through Library for the Commonwealth at Boston Public Library.
- statewide research databases.



*Use of State Aid Funds

Funds shall be distributed under the guidelines of the municipal equalization grant program, the library incentive grant program and the nonresident circulation offset program; provided further, that notwithstanding any general or special law to the contrary, any payment made under this item shall be deposited with the treasurer of the city or town and held in a separate account and shall be expended by the public library of that city or town without appropriation. Chapter 46 of the Acts of 2015.

State Aid FAQs: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls/faqs.php>

?

NO

RESIDENTS have access to:

- their library's own collection.*
- resources through Library for the Commonwealth at Boston Public Library.
- statewide research databases.

** Libraries in certified municipalities are not required to lend library materials to the library in the noncertified municipality (605 CMR 4.01 (6a)). Libraries in certified municipalities are not required to extend reciprocal library services, beyond in-library use of their materials, to residents of the noncertified municipality (605 CMR 4.01 (6b)). Some libraries may choose to lend to non-certified municipalities at the discretion of their trustees.*

Annual Calendar

September

State Aid workshops help librarians complete the program forms.

June

ARIS workshops help librarians complete the statistics survey.

July

Statistics survey opens online to all public libraries.

August

Statistics survey closes; State Aid packets sent to all public libraries.

October

State Aid forms due.

November

Board of Library Commissioners meets and certifies the first group of municipalities meeting all State Aid requirements.

December

Board meets and certifies the next group of municipalities meeting all State Aid requirements.

2019 2020

January

Board meets and reviews petitions and hears presentations of applicants for a waiver of the MAR. *Board certifies the next group of municipalities meeting all State Aid requirements.

February

Board meets and votes on applications for waivers of the MAR.

March

Board meets and hears appeals of MAR waiver denials, if necessary.

April

Board meets and votes on appeals of MAR waiver denials, if necessary.

**Board approval process for libraries meeting all requirements may extend beyond January.*

FY2019 NUMBERS

- Of the **351** municipalities in Massachusetts, **350** have public libraries or share public libraries.
- Of the **350** municipalities with libraries, **345** applied for State Aid to Public Libraries.
- **329** met the State Aid to Public Libraries requirements.
- **16** applied for and received waivers of the MAR, down from **123** in 2011.
- **344** were certified to receive State Aid to Public Libraries.
- **15** received MAR waivers, **1** MAR waiver was not approved.

For information on State Aid funding to individual libraries, waiver recipients and libraries that are not certified see: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls>

Background

The Massachusetts Board of Library Commissioners administers the State Aid to Public Libraries program. State Aid has been awarded to municipalities and their public libraries since 1890 when The Acts of 1890, chapter 347, 'An Act to Promote the Establishment and Efficiency of Free Public Libraries,' established the Free Public Library Commission of Massachusetts. This guide highlights key elements of State Aid to Public Libraries. For complete information, please visit the MBLC website: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls>

Massachusetts Board of
Library Commissioners

98 N. Washington Street, Suite 401
Boston, MA 02114

P: 800-952-7403 (in state only)
617-725-1860

mass.gov/libraries

(consumer portal)

mass.gov/mblc

(agency site)

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For More Information

Visit: <https://mblc.state.ma.us/programs-and-support/state-aid-and-arls>

Contact: Mary Rose Quinn	X220	maryrose.quinn@state.ma.us
Liz Babbitt	X227	liz.babbitt@state.ma.us

Facts

- The program is voluntary.
- About 98% of the public libraries in Massachusetts participate in the program.
- Municipalities and their public libraries apply to the program annually.
- The program is municipally focused. The requirements apply to local municipal funding of the library, as well as library services.
- The Municipal Appropriation Requirement (MAR) is the required appropriation to the library based on municipal funding (the average of the three prior years' appropriation plus 2.5%).
- When a municipality and its public library apply to the program and meet statutory (MGL, c.78, ss.19A & 19B) and regulatory (605 CMR 4.00) requirements, the Board of Library Commissioners certifies the municipality and its library to participate in the program and State Aid to Public Libraries funding is awarded.
- Certification in the program guarantees borrowing privileges in all other certified public libraries in Massachusetts.

**GRAFTON PUBLIC LIBRARY
MEMORANDUM**

TO: TIM MCINERNEY
FROM: BETH GALLAWAY
SUBJECT: STAFFING HISTORY AND LIBRARY STAFFING NEEDS AS PRESENTED TO
FINANCE COMMITTEE AND BOARD OF SELECTMAN
DATE: 3/21/2019
CC: AARON VANDESTEEN, CHAIR, BOARD OF LIBRARY TRUSTEES; BETH PATCH,
SCRIBE, BOARD OF LIBRARY TRUSTEES

As I told Finance Committee March 9, 2019 Board of Trustees February 27, 2019, and Board of Selectman February 5, 2019 when asked about operating costs for the expanded library facility:

1. Although our building size will more than triple, it is unlikely utility costs will triple due to energy efficient systems, our LEED certification goal, energy efficient appliance rebates, and the MassSave program. Until we select a system, have an accurate schematic design and process to design development, we don't have results from energy models to plug into budget projections. If the budget goes up in any area, the book budget automatically increases to maintain our Municipal Appropriations requirement to allocate 15% of the municipal budget on educational materials.
2. We will absolutely need 1.5 FTE of custodial services. I have alerted the Board, the Administrator, the Trustees, and the Town to the need for custodial services for the new facility during all operating hours since I began the application for the MPLCP grant in 2016. This staffing need has not changed. I have attempted to increase grow staff in the interim so my only new staffing request for the expanded facility would be 1.5 FTE.

I must continue to reiterate that the Grafton Public Library has always been understaffed for the Town's population even by the most basic level of service per national Public Library Standard.

As of March 2019, as we proceeded through the schematic design process, MBLC mandated a service desk for teens with a barrier wall between children's and tween/teen and a circulation desk at the new Main Entrance, necessitating additional staff in the new facility. Details are attached.

--- over ---

I have also included the following for your review:

- Wisconsin Public Library Standards, 6th edition Quantitative Standards by Municipal Population
- Grafton Public Library Staffing History
- 2019 Organizational Charts
- Staff Essential Functions (2018)
- Schematic design for the expanded library facility (3-8-2019)
- Draft Desk Schedule for FY21 (that does NOT include the proposed Main Circulation Desk)
- 2018 Annual Report
- 5-year personnel worksheet (that does NOT include the proposed Main Circulation Desk)

Appendix B

Quantitative Standards by *Municipal Population*

Based on 2016 public library annual report data

Hours Open

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	28	40	46	50	53	56	59	61	63	64	65	66
Tier 2	31	43	48	52	55	59	61	63	64	66	67	68
Tier 3	44	50	54	58	60	63	65	67	68	69	70	71

Volumes Held per Capita (Print)

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	14.8	11.4	9.2	7.7	6.8	5.9	5.0	4.5	3.9	3.2	3.0	2.2
Tier 2	18.4	14.1	11.2	9.5	8.0	6.9	6.1	5.3	4.5	3.4	3.2	2.4
Tier 3	27.4	20.3	16.1	13.1	10.7	8.9	7.5	6.0	4.9	4.2	3.6	3.0

FTE Staff per 1,000 Service Population

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	1.5	1.4	1.2	1.1	0.9	0.8	0.8	0.7	0.6	0.6	0.5	0.4
Tier 2	1.8	1.7	1.5	1.3	1.2	1.1	0.9	0.8	0.8	0.7	0.6	0.5
Tier 3	2.8	2.4	2.2	1.8	1.6	1.4	1.2	1.1	0.9	0.8	0.7	0.6

Materials Expenditures per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	\$11.58	\$10.31	\$9.17	\$8.62	\$7.91	\$7.37	\$6.29	\$5.92	\$5.37	\$4.71	\$4.06	\$3.12
Tier 2	\$16.34	\$14.26	\$12.32	\$11.47	\$9.81	\$9.07	\$7.71	\$7.34	\$6.42	\$5.98	\$4.96	\$3.31
Tier 3	\$24.80	\$21.32	\$17.41	\$14.34	\$13.32	\$11.47	\$10.75	\$9.17	\$8.57	\$7.95	\$6.12	\$3.83

Collection Size (Print, Audio and Video) per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	15.3	13.2	11.1	9.2	8.2	7.0	6.3	5.4	4.7	3.7	3.2	2.7
Tier 2	18.8	16.1	13.6	11.1	10.0	8.7	7.6	6.3	5.5	4.2	3.7	3.0
Tier 3	26.3	22.1	17.4	15.0	12.6	10.8	9.1	7.2	6.6	5.0	4.6	3.6

Periodical Subscriptions Held per 1,000 Population (Print)

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	37.6	27.4	22.7	18.7	14.9	12.2	10.7	8.7	6.8	5.1	4.9	3.4
Tier 2	61.8	43.5	34.9	27.0	21.8	17.2	12.9	10.0	7.9	6.3	5.5	3.7
Tier 3	81.1	57.2	45.2	36.0	28.1	23.8	17.8	12.5	10.2	7.1	5.6	4.9

Audio Recordings Held per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	0.77	0.68	0.63	0.56	0.47	0.43	0.37	0.34	0.31	0.29	0.22	0.18
Tier 2	1.00	0.87	0.82	0.71	0.59	0.50	0.47	0.42	0.39	0.35	0.32	0.21
Tier 3	1.61	1.37	1.18	1.09	0.92	0.81	0.69	0.62	0.54	0.48	0.42	0.27

Video Recordings Held per Capita

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	2.14	1.49	1.18	1.03	0.67	0.63	0.58	0.52	0.36	0.29	0.25	0.16
Tier 2	2.93	2.14	1.69	1.20	1.03	0.95	0.96	0.59	0.43	0.39	0.29	0.19
Tier 3	5.16	4.00	3.55	2.72	2.19	1.79	1.38	0.95	0.82	0.43	0.39	0.31

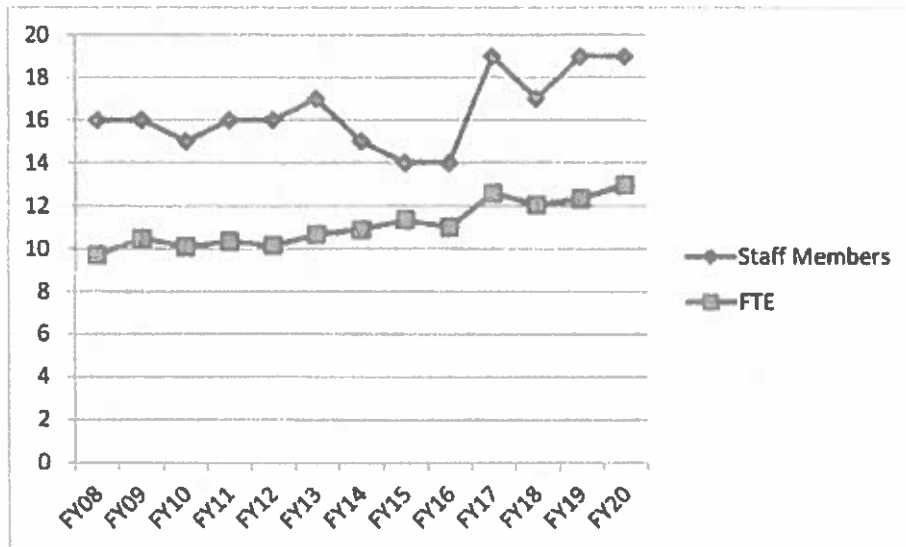
Public Use Internet Computers per 1,000 Population

	999 and under	1,000 to 1,999	2,000 to 2,999	3,000 to 4,999	5,000 to 6,499	6,500 to 8,999	9,000 to 12,999	13,000 to 18,999	19,000 to 34,999	35,000 to 69,999	70,000 to 99,999	100,000 and over
Tier 1	6.17	4.78	3.42	3.02	2.28	1.89	1.52	1.11	0.94	0.86	0.81	0.75
Tier 2	8.92	6.04	5.11	3.78	3.10	2.34	1.88	1.52	1.29	1.19	0.91	0.86
Tier 3	13.28	9.42	7.43	5.61	4.32	3.52	3.01	2.27	1.89	1.68	1.35	0.92

Grafton Public Library Staffing Report

Library staffing was 9.7 FTE spread over 3 locations open 4,092 hours annually in 2008. While number of personnel has ranged from 14-20 over the last 10 years, our FTE has gradually increased due to increased volume of library materials circulation and services offered to the public.

Grafton Public Library Staffing over the last 10 years



As of FY19, we have 19 people on payroll (some as temps, filling in for staff on FMLA and using other scheduled leave) time and total 12 FTE.

The National Public Library Standard for staffing (attached), revised in 2018, is determined by population and is presented in 3 service tiers. The national standard is to divide by 40 hours to attain FTE, but I divided by 35 (a full-time work week in Grafton).

Tier 1: .7 per 1,000 capita, or 12.95 FTE

Tier 2: .8 per 1,000 capita, or 14.8 FTE

Tier 3: 1.1 per 1,000 capita, or 20.35 FTE

With only 12 FTE in FY19, we continue to fall short of the basic tier of public library staffing for a municipal population, which means we are underserving our residents and putting strain on our staff to keep up with overwhelming demand. To that end, I have slowly increased staff hours and continued to advocate for additional professional staff, so that when we reopen in FY21 in our expanded facility with 5 service desks (we currently have 3) we can adequately cover the additional ~19,000 square feet.

To minimize future staffing needs, we employed an architect who could deliver an easy to manage facility with

- automated and self service models for checkout, checkin, vending, and computer use;
- few hallways and corridors, lowered stack heights, strategically places points of service, half walls with windows throughout, and excellent sightlines for visual control;
- automated materials handler for book return.

While these efficiency measures will alleviate patron wait times and help keep staff to a minimum, we anticipate a 300% increase in visitors, program attendance, circulation, and new library card applications in 2021 with the novelty of the new building.

The MA Board of Library Commissioners review of the schematic design included a request to divide the youth services space and add a circulation desk at the new Main Entrance – both of which require staffing 60 hours/week. Board of Library trustee policy currently requires 2 staff members per space/desk.

I have requested custodial service during all hours of library operation (currently 58/week) for the proposed new building since 2016. Custodial was removed from the Library budget and the Library Director's jurisdiction in 2014 as a cost-saving experiment, with the building department providing 15 hours of custodial a week to manage 7,200 square feet. We have to request snow removal in advance of every storm, taking into account our unique evening and weekend hours. Our custodian is sometimes called away for other town projects deemed of more importance.

The new building nearly quadruples the space and contains:

- 7 bathrooms
- 2 kitchens
- 1 117-seat public meeting room (that can be split for 2 concurrent programs)
- 2 library-use-only program rooms
- 7 small group study rooms ranging in size from 2-10 people

While the current model works for the current building, I will need custodial on site during operating hours. Staff cannot be pulled from library tasks or public service to clean, set up, or break down the 8 public meeting rooms.

Anticipated staffing needs for FY21

- Custodial: 1.5 FTE
- YA: 2 FTE
- Circulation: 1 FTE
- Reference: 1 FTE
- Page: .5 FTE

Respectfully submitted, Beth Gallaway

Staffing Data, FY2008-2020

	Positions	Hours	Total Hours	
FY08	4	35	140	
	1	36		
	1	26	26	
	2	22	44	
	5	21	105	
	2	12	24	
	1	1.5	1.5	FTE
Total Staff: 16		Total Hours:	340.5	9.72857143

	Positions	Hours	Total Hours	
FY09	1	36	36	
	4	35	140	
	1	26	26	
	2	20.5	41	
	2	20.04	40.08	
	3	20	60	
	2	10	20	
	1	6	6	FTE
Total Staff: 16		Total Hours:	369.08	10.5451429

	Positions	Hours	Total Hours	
FY10				
	5	35	175	
	1	26	26	
	4	20.5	82	
	3	20.2	60.6	
	1	10	10	
	1	1.5	1.5	FTE
Total Staff: 15		Total Hours:	355.1	10.1457143

	Positions	Hours	Total Hours	
FY11	5	35	175	
	1	26	26	
	7	20	140	
	2	10	20	
	1	1.5	1.5	FTE
Total Staff: 16		Total Hours:	362.5	10.3571429

	Positions	Hours	Total Hours	
FY12	5	35	175	
	1	29	29	
	1	26	26	
	2	22	44	
	2	20	40	
	4	10	40	
	1	1.5	1.5	FTE
Total Staff: 16		Total Hours:	355.5	10.1571429

Staffing Data, FY2008-2020

	Positions	Hours	Total Hours	
FY13	5	35	175	
	1	30	30	
	1	26	26	
	1	25	25	
	1	22	22	
	2	20	40	
	2	12	24	
	3	10	30	
	1	1.5	1.5	FTE
Total Staff:	17	Total Hours	373.5	10.6714286

	Positions	Hours	Total Hours	
FY14	5	35	175	
	1	30	30	
	1	26	26	
	5	20	100	
	2	10	50	
	1	1.5	1.5	FTE
Total Staff: 15		Total Hours:	382.5	10.9285714

FY15	Positions	Hours	Total Hours	
	7	35	245	
	5	20	100	
	1	10	50	
	1	2	2	FTE
Total Staff:	14	Total Hours	397	11.3428571

FY16	Positions	Hours	Total Hours	
	7	35	245	
	7	20	140	FTE
Total Staff: 14		Total Hours:	385	11

FY17	Positions	Hours	Total Hours	
	7	35	245	
	1	30	30	
	7	20	140	
	2	12	24	
	2	1	2	FTE
Total Staff: 19		Total Hours:	441	12.6

Staffing Data, FY2008-2020

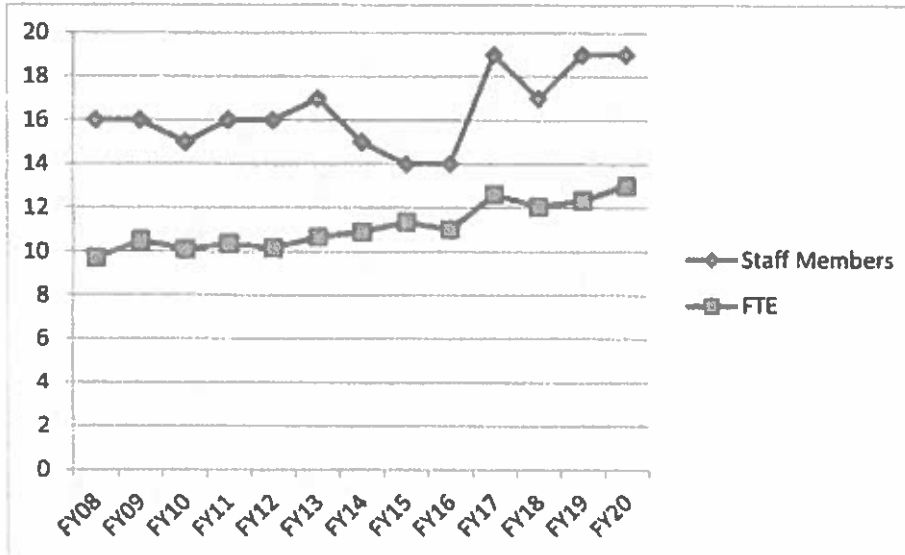
FY18 Positions	Hours	Total Hours	
7	35	245	
2	30	60	
4	20	80	
1	19	19	
1	16	16	
2	1	2	FTE
Total Staff: 17	Total Hours:	422	12.0571429

FY19 Positions	Hours	Total Hours	
6	35	210	
1	37	37	
3	30	90	
2	25	50	
1	20	20	
1	10	10	
5	3	15	FTE
Total Staff: 19	Total Hours	432	12.3428571

FY20 Request	Hours	Total Hours	
7	35	245	
1	37	37	
2	30	60	
2	25	50	
2	20	40	
1	10	10	
1	9	9	
2	4	8	
1	2	2	FTE
Total Staff: 19	Total Hours:	461	13.1714286

Grafton Public Library Staffing over the last 10 years

	Positions	FTE
FY08	16	9.7
FY09	16	10.5
FY10	15	10.1
FY11	16	10.35
FY12	16	10.15
FY13	17	10.67
FY14	15	10.9
FY15	14	11.34
FY16	14	11
FY17	19	12.6
FY18	17	12.05
FY19	19	12.34
FY20	19	13



GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Mission

The Grafton Public Library provides residents of any age opportunities to find and use information in many formats as they pursue personal growth and education throughout their lives. It helps them develop their ability to find and evaluate information used daily and all lifelong. It provides materials and programs relevant to contemporary issues and interests that enlighten, inform, and entertain. At the Grafton Public Library, residents will find a place to come together to share interests, ideas and experiences.

Library Governance

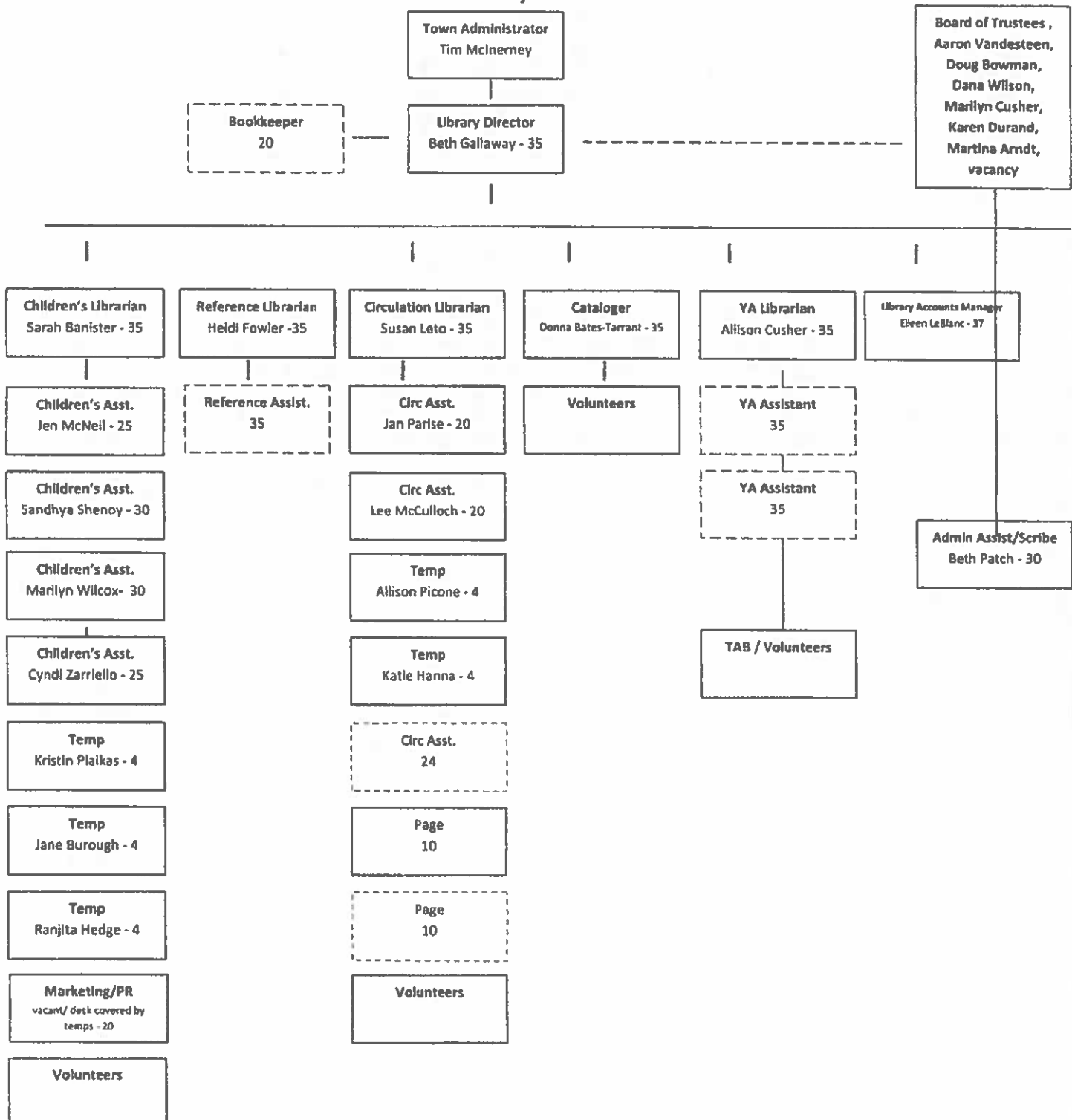
The Board of Library Trustees consists of 7 members elected from the community, charged with stewardship of the Library. They develop the Library's Long Range Plan. They meet on the second Thursday of each month at 7 pm in the Grafton Municipal Center at 30 Providence Road. Meetings are open to the public. The agenda for each meeting is posted at the Municipal Center and online. Minutes are available online, at the Library, or from the Grafton Town Clerk's office.

Operating Hours

The Library is open to the public 6 days a week, Mon-Thu 10-9, and Fri & Sat 10-5, for a total of 58 hours per week. Board of Library Trustee policy dictates 2 staff members per desk during all open hours.

GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

January 2018



GRAFTON PUBLIC LIBRARY ORGANIZATIONAL CHART

Library Programs and Services

Library Director

- Advocacy
- Patron feedback
- Budget
- Board of Library Trustees
- Building /Facility Maintenance
- Community Outreach
- Partnerships
- Marketing
- Grants
- Gifts & Donations
- Website & Social Media
- Author Visits
- Surveys & Evaluations
- Reports
- Statistics

Reference

- Answers reference and research requests
- Adult programming, including book discussions, technology training, and continuing education topics
- Delivers reader's advisory
- Creates displays
- Purchases adult print and audio nonfiction, magazines, and newspapers
- Maintains public access computers, wifi and copy center
- Coordinates tax forms
- Maintains bulletin boards
- Records database and reference statistics

Circulation

- Library cards
- Renewals
- Holds/reserve requests
- Reader's Advisory
- Creates displays
- ILL – Borrows materials from outside of library system
- Museum Passes
- Shelving
- Fiction materials
- Maintains adult collections for quality, relevance, timeliness, and attractiveness
- Suggests media purchases,
- Office supplies
- Volunteer program,
- Homebound delivery
- Outreach to senior center
- Statistics

Children's Services

- Conducts programs, including storytime, summer reading, and bringing in performers and entertainers
- Answers reference and research requests
- Purchases children's print and audio fiction and nonfiction, reference, media, magazines, kits, and literacy tools and toys
- Maintains children's collections for quality, relevance, timeliness, and attractiveness
- Registers borrowers for Library cards
- Renews materials for patrons
- Places Holds/Reserve Requests for patrons
- Shelves returned materials
- Records children's room statistics

Teen Services

- Teen advisory board,
- Teen volunteers
- Summer Reading Program
- Gaming
- Crafts
- Teen print and audio fiction and nonfiction,
- Teen media
- Teen magazines
- Teen board/card games
- Outreach to high school/middle school
- Statistics

Technical Services

- Orders and acquires materials
- Catalogs and processes
- Book covers
- Repairs
- Bills
- Collections: overdue and lost materials



Grafton Public Library Staffing Roster

MAIN READING ROOM STAFF

Beth Gallaway, Library Director 35/hours week

- Manages all aspects of running a 7,200+ sq. ft. public library facility open 58 hours a week, including library administration (policies/procedures), procurement, circulation of materials, collection development, programming, budgeting, payroll, scheduling, personnel, and staff recruitment and development.
- Completes MBLC requirements for State Aid eligibility and grant eligibility, including compiling and report ARIS statistics, financial statistics, and developing/implementing Long Range Plan and Annual Action plan.
- Performs community outreach and "face of the library," including duties such as participation on local boards and committees, attendance at community events, and outreach such as Library card drive, parent-teacher night, appearances on community cable, and summer reading program promotion.
- Circulation desk backup.

Elizabeth Patch, Administrative Assistant 30 hours/week

- Board of Library Trustees Scribe – posts agenda, records edits and distributes minutes, books meeting room, maintains archive.
- Manages Library grounds and garden year-round, including managing volunteers and overseeing planting and weeding, coordinating landscaping, and ordering materials and supplies as needed.
- Assists Library Director with procurement, meetings, vendors, policy committee, programming, and more.
- Circulation desk backup.

Heidi Fowler, Reference Librarian 35 hours/week

- Reference and outreach duties, including research, compilation of library statistics monthly, liaising with community groups, and management of Library bulletin boards and signage for adults.
- Oversees all aspects of programming for adults, including 5 book groups, summer reading program, and coordination of 6 outside speakers/year.
- Main circulation desk backup.

Donna Bates-Tarrant, Technical Services Librarian 35 hours/week

- Entering materials into the C/W MARS catalog and maintaining the database.
- Original cataloging for unique materials.
- Overseeing acquisitions: ordering, processing and maintaining orders from book vendors/other vendors of educational materials.
- Main circulation desk backup.



Grafton Public Library Staffing Roster

Eileen LeBlanc, Assistant Technical Services, 40 hours/week

- Bookkeeping duties, including recording invoices in ledger and preparing the warrant for submission to Accounting and collecting and recording daily revenue for deposit to Treasurer's office.
- Correspondence, including maintaining mail box, picking up and sorting mail, purchasing postage, and sending out reminders and late notices.
- Manages periodicals subscriptions.
- Main and Children's Room circulation desk backup

Allison Cusher, Teen Librarian, 35 hours/week

- Manages all aspects of running a public library teen department, including teen advocacy, collection development, materials and supply purchasing, and compiling and reporting teen services stats monthly.
- Plans and implements teen & tween programming such as Dungeons & Dragons, NerdFighters, and other programs during the year, often in partnership.
- Represents the Library at town and school functions for teens and families.

Susan Leto, Circulation Librarian, 35 hours/week

- Manages all aspects of adult services for a public library, including being the Evergreen liaison and staff trainer for the online catalog, providing monthly circulation and volunteer statistics, supervising 2 part-time staff.
- Collection development for adults, including fiction, non-fiction in a variety of formats.
- Volunteer coordinator, managing training, scheduling and supervision of up to 30 volunteers a month.
- Main circulation desk backup.

Jan Parise, Circulation Assistant 20 hours/week

- Main circulation desk duties including check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.
- Interlibrary loan technician: manages daily emails from ILL account and oversees ComCat accounts, both borrowing and lending.
- Maintains Tixkeeper database, maintaining museum pass updates (hours, closing dates, etc), setting availability for all museum passes each year, and providing monthly stats.

Lee McCullough, Circulation Assistant 20 hours/week:

- Main circulation desk duties.
- Oversees clearing of the request shelf (holds pickup for items requested from another library).
- Collection development and promotion: manages displays on bulletin boards with updates list of NYT best-sellers and other noteworthy information regarding fiction and non-fiction, and contributes to non-fiction and fiction collection development.
- Coordinates and facilitates popular monthly knitting group.



Grafton Public Library Staffing Roster

CHILDREN'S ROOM STAFF

Sarah Banister, Children's Librarian 35 hours/week

- Manages all aspects of running a public library children's room, including collection development, materials and supply purchasing, compiling and reporting youth services stats monthly, supervising a staff of 5 part-time employees, and planning/implementing multiple programs a week for ages birth - grade 5: silly science, toddler time, preschool, outreach, summer, and school vacation programming.
- Works with the schools to provide outreach and assistance such as ordering materials, assisting with school visits and tours, storytimes, and any other needs that may arise
- Represents the Library at town and school functions for youth and families, such as Oktoberfest, Fun Fair, National Night Out, Big Truck Day, childcare at town meeting, etc.).
- Circulation desk backup.

Jennifer McNeil, Children's Room Assistant 25 hours/week

- Plans and implements Library Babies program.
- Creates events and event sign ups on Event keeper and manages monthly calendar.
- Circulation desk backup.

Sandhya Shenoy, Children's Room Assistant 19 hours/week

- Children's Room circulation desk duties including check in, check out, library cards, reader's advisory, reference, etc.
- Maintains storage aisle and Library of Things database.
- Plans and implements Saturday STEM programming with Cyndi Zarriello.

Marilyn Wilcox, Children's Room Assistant 16 hours/week

- Children's Room circulation desk duties.
- Plans and implements all Children's Room displays (book and bulletin board).
- Collection development: weeding and deaccessions.

Cyndi Zarriello, Children's Room Assistant 16 hours/week

- Children's Room circulation desk duties.
- Maintains storage aisle and Plans and implements Saturday STEM with Sandhya Shenoy.
- Manages online teacher card and school visit requests.

Suzanne Witham, Marketing Coordinator 12 hours/week

- Children's Room circulation desk duties.
- Handles all Library PR, including monthly newsletter, press releases, website and social media updates.
- Manages Library Sensory Table and contributes to special event programming.



Grafton Public Library Staffing Roster

TEMP STAFF

Valerie Evans, on-call circulation assistant >2 hours/week

- Children's Room circulation desk duties (check in, check out, library cards, reader's advisory, reference, etc.).
- Main circulation desk duties (check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.).
- Shelving

Kristin Plaikas, on-call circulation assistant >2 hours/week

- Children's Room circulation desk duties (check in, check out, library cards, reader's advisory, reference, etc.).
- Main circulation desk duties (check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.).
- Shelving

Patti Keller, on-call circulation assistant >2 hours/week

- Children's Room circulation desk duties (check in, check out, library cards, reader's advisory, reference, etc.).
- Main circulation desk duties (check in, check out, processing delivery, library cards, museum passes, reader's advisory, reference, etc.).
- Shelving



GRAFTON PUBLIC LIBRARY

MINIMUM STAFFING REQUIREMENT POLICY



POLICY

The Grafton Public Library is committed to providing sufficient staffing of the Library in order to:

- Maintain a high level of quality of service to all patrons
- Protect the personal safety of all library patrons and all Grafton Public Library staff

The following policy is in force to support these objectives:

1. A minimum of two staff members will be present in the Children's Room and in the Main Reading Room at all times. A staff member is defined as an employee who provides regular library services to patrons.
2. In the event that the minimum staffing requirement is not met, the following steps may be taken:
 - a. If two or three staff members are available, the Children's Room will close, and staff will continue to provide service in the Main Reading Room.
 - b. If fewer than two staff members are available, the Library will be closed.
3. Other staff members will be called in if possible. Services will be curtailed or the Library closed only until such time as the required number of staff becomes available.
4. In the event of closure staff will communicate as quickly as possible to the Library Director and the Library Board of Trustees Chairperson the circumstances necessitating the need to curtail or close the Library.
5. When the Children's Room or the Library must be closed, notice will be posted on all patron entrances and on the Library's website. This notice will contain the time of closing, state the reason for closing, and if possible, anticipated time of reopening.
6. While the Library is closed, scheduled staff are to work at other tasks. Scheduled personnel hours and wages will not be affected and the hours of work will not be forfeited.

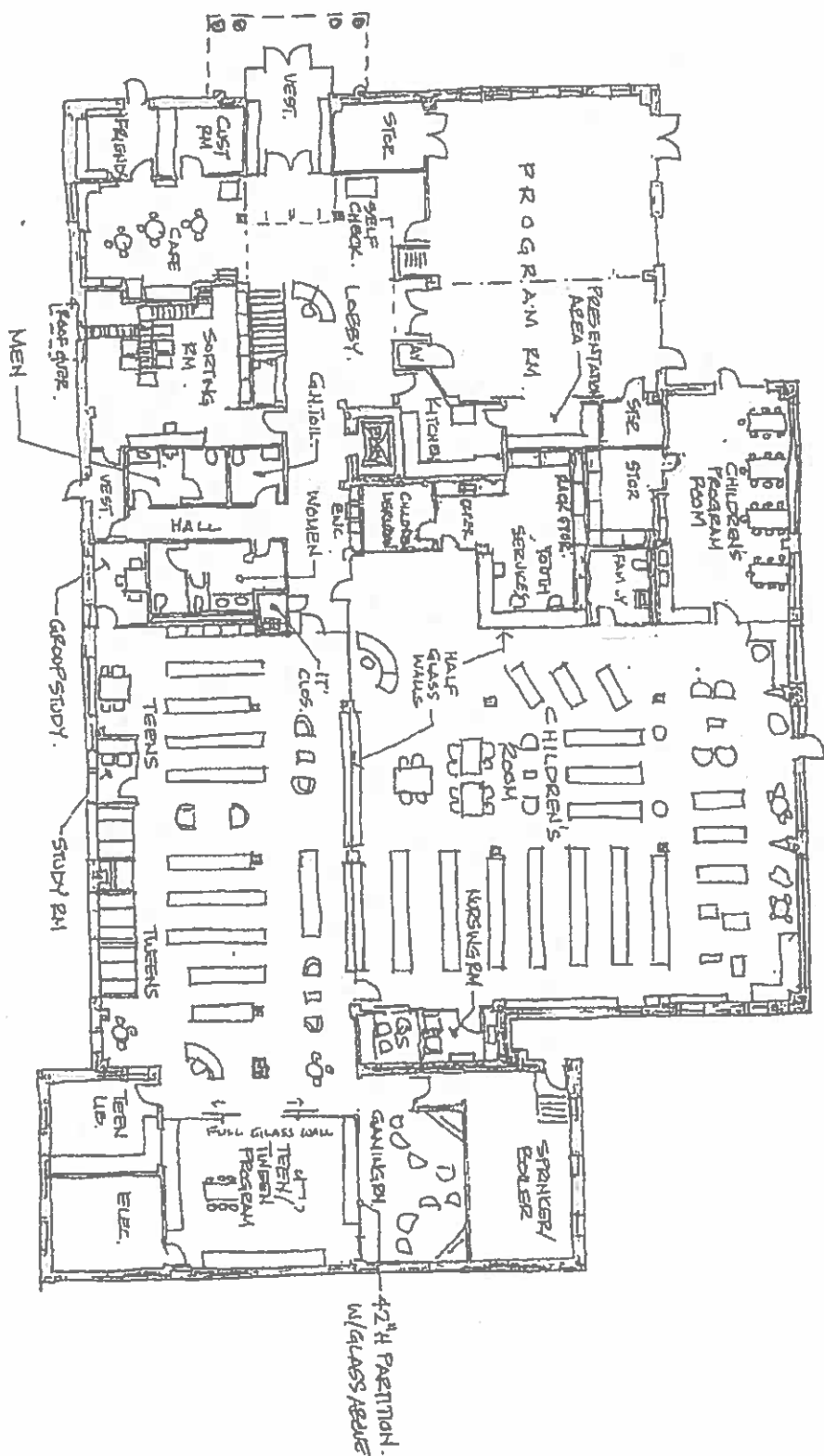
Adopted: Library Board of Trustees

Date: December 2009

Last Revised: March 2, 2016



LOWER LEVEL PLAN. REV. 3-B-19
 GRAFTON PUBLIC LIBRARY. SCALE 1/8"=1'-0"



Staffing for Expanded Library Facility

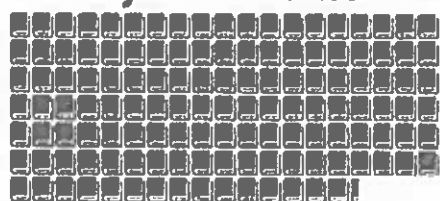
	LOCATION	MON	TUE	WED	THU	FRI WEEK A	SAT WEEK A	FRI WEEK B	SAT WEEK B	
CIRC	Common/2nd floor	10-2 Lee	10-2 Jan	10-2 Jan	10-2 Lee	10-2 Jan NEW Circ 1	10-2 (Jane B) Lee 2pm NEW Circ 2	10-2 Lee NEW Circ 1	10-2 (Randy) NEW Circ 3	24 hours NEW circ
		2-6 Jan NEW Circ 2	2-6 Lee	12-4 Lee	2-6 Jan NEW Circ 3	1-5 (Katie H)	1-5 program	1-5 (Katie H)	1-5 Jan	
		5-9 (Jane B)	8-4 Susan	5-9 Lee	5-9 (Randy)					
Circ backup	Common/2nd floor	9:30-1 Susan 2:5-30 Susan	10-1 Eileen 2-4 Susan	8:30-1 Susan 2-5 Susan	10-1 Bath P 2-5 Susan	10-8 Susan			10-8 Susan	
REF					NEW Ref (Alison P) Week A					
Ref Desk	Common/2nd floor	9-5 NEW Ref	9-5 NEW Ref Held (program) 1-	9-5 Held	9-5 ONLY	9-5 Held NEW Ref (Alison P)	9-5 Held	9-5 Held	NEW Ref 9-5 (Alison P)	35
CHILDRENS										
CR Main	Updon /1st floor	8:30-3 Cyndi	8:30-3 Sandhya	8:30-3 Sarah Jenny Sam	8:30-3 Sandhya	9-5 Marilyn Cyndi 2pm	9-5 Marilyn Cyndi 2pm	10-5 Marilyn	10-5 Marilyn	
		2:30-9 Sandhya Kishan 8:15	8:30-3 Jenny	8:30-3 Lajpat	10:30-5 Cyndi	8:30-3 program	8:30-3 program	8:30-3 Sandhya	10:30-6 Jenny	
		5-9 Book Club	1-9 Marilyn	2:30-9 Cyndi						
			2:30-9 Cyndi							
			Sarah 9-8 10:15	Sarah 9-8 10:15	Sarah (Week B)					
CR Backup	Updon /1st floor	8:30-4 Storytime	8:30-4 Storytime	8:30-4 Sandhya	10-2 Kishan 1-9 Marilyn	10:30-6 pm program	10:30-6 pm program	10:30-6 Cyndi	8:30-4 Sarah	
YA	Updon /1st floor	10-2 NEW YA 2 1-9 Sue	9-5 Alison 1-9 Sue	9-5 Sue 1-9 Alison	9-5 Sue 1-9 Alison	9-5 Sue 1-5 NEW YA 2	9-5 Sue 1-5 NEW YA 2	9-5 Alison 1-5 NEW YA 2	Alison 2pm 8-5 program 1-5 NEW YA 1	70 YA
		5-9 NEW YA 1	5-9 NEW YA 2	5-9 NEW YA 1	6-9 NEW YA 2					
TECH	Common/2nd floor	8:30-5 Donna	8:30-5 Donna	8:30-5 Donna	8:30-5 Donna		Donna (lunch/progr am 8:30-5 coverage)			
ADMIN	Common/2nd floor	9-1 Eileen, Bath Eileen, Bath	9-1 Eileen, Bath Eileen, Bath	9-1 Eileen, Bath Eileen, Bath	9-5 Eileen, Bath Eileen, Bath	9-5 G, Bath P				5 Admin
		1-5 G, Bath P	1-5 G, Bath P	1-5 G, Bath P	G					
CUSTODIAL		7-3 NEW C 3-9 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW C 3-9 NEW J	7-3 NEW J	7-3 NEW J	7-3 NEW C	35/20

Grafton Public Library 2018 Annual Report



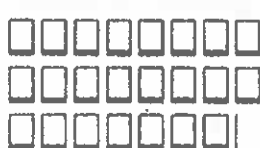
2018 Circulation

Physical Items



129,452

Digital Items

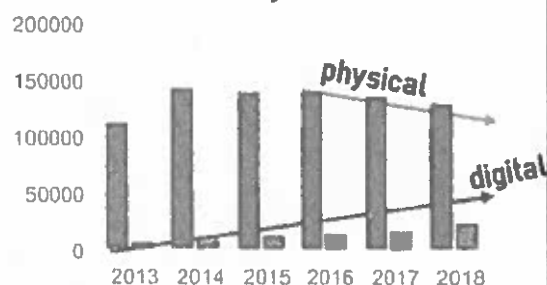


23,080

Circulation of physical items (books, DVDs, music CDs, magazines, video games, board games, tools, equipment and kits) is slightly decreasing every year (by 4% this year, compared to 2017).

Circulation of digital items (eBooks, digital versions of magazines, graphic novels, movies, music CDs, and audiobooks) borrowed online is increasing by 4 times as much as a physical item decrease (up by 22% this year, compared to 2017).

Circulation - 5 year trend



Visitors* (in person)



74,867

Visitors (online)

10,433
Database Searches/Sessions



54,038
Website Hits



Value



\$802,232 budget
\$43.26 per resident
\$1.5 million in circulating items in 2018
\$2.3 million in total value of services in 2018

Computer Users*



7,207

Reference Questions*



4,940

Museum Passes*



1,364

Members*



9,939

SERVICES & PROGRAMS

PROGRAM ATTENDEES*



11,082

PROGRAMS



485

VOLUNTEERS



119

COLLECTIONS*



50,241

NOTARIZATIONS

PASSPORTS

PROCTORING

PARTNERSHIPS

STAFF

DEPARTMENT: LIBRARY PERSONNEL SHEET											
		FY2019				FY2020 BUDGET REQUEST					
NAME	TITLE	GR/STEP	RATE	HOURS	BUDGET	GR/STEP	RATE	HOURS	REQUEST		
Act 1-610-1-5112 - DH											
Beth Galloway	Director		\$ 44.42	35	\$80,844		\$ 45.31	35	\$83,254		
				SUBTOTAL	\$75,006	SUBTOTAL					
Act 1-610-1-5114 - Permanent F/T											
S. Banister	Children's Librarian		\$ 31.13	35	\$57,201		\$ 32.06	35	\$58,917		
M. Fowler	Reference Librarian		\$ 28.93	35	\$53,159		\$ 29.80	35	\$54,754		
S. Lato	Circulation Librarian		\$ 29.44	35	\$54,096		\$ 30.32	35	\$55,719		
D. Bates-Tarrant	Technical Services Librarian		\$ 30.10	35	\$55,309		\$ 31.00	35	\$56,966		
A. Cusher	VA Librarian		\$ 26.98	35	\$49,576		\$ 26.38	35	\$54,533		
E. LeBlanc	Library Accounts Manager		\$ 22.70	37	\$44,095		\$ 23.38	37	\$45,418		
M. Wilcox	Sr. Library Associate				\$0		\$ 22.45	35	\$41,255		
Beth Patch	Administrative Assistant										
CUSTODIAN											
REF ASST	Allison Picone										
VA ASST	Sue Witham										
				SUBTOTAL	\$313,436	SUBTOTAL					
Act 1-610-1-5116 - Permanent, P/T											
J. Parise	Library Technician - Adult Services		\$ 19.46	20	\$20,433		\$ 20.04	20	\$21,046		
L. McCulloch	Library Technician - Adult Services		\$ 16.76	10	\$8,799		\$ 18.61	20	\$19,541		
VACANT											
J. McNeil	Library Associate - Childrens		\$ 23.41	25	\$30,726		\$ 24.11	25	\$31,647		
S. Shenoy	Library Technician - Childrens		\$ 17.10	30	\$26,933		\$ 18.61	30	\$29,311		
C. Zarnello	Library Technician - Childrens		\$ 17.10	24	\$21,546		\$ 18.61	25	\$24,426		
M. Wilcox	Sr. Library Associate		\$ 21.55	30	\$33,941						
B. Patch	Administrative Assistant		\$ 20.55	30	\$32,366		\$ 21.17	30	\$33,337		
V. Evans	Library Technician - Childrens		\$ 17.10	4	\$3,591		\$ 18.61	2	\$1,954		
S. Witham	Library Associate - Childrens		\$ 22.83	4	\$4,794		\$ 23.51	4	\$4,938		
K. Plakas	Library Technician - Childrens		\$ 17.10	4	\$3,591		\$ 18.61	4	\$3,908		
Taylor Dee	Page		\$ 11.00	10	\$5,775		\$ 12.00	10	\$6,300		
VA ASST											
VA ASST	Jane Burrough										
CIRC ASST	Kathryn Hanna										
CIRC ASST	Ranjita Hedge										
CIRC ASST	Library Technician		\$ 17.10	10	\$8,978		\$ 18.00	9	\$8,505		
					\$0						
JANITOR											
PAGE											
PAGE											
PAGE											
				SUBTOTAL	\$201,472	SUBTOTAL					
				TOTAL:	\$595,752	TOTAL					
				SUBTOTAL	\$184,913	SUBTOTAL					
				TOTAL:	\$635,728	TOTAL					

REQUEST		\$1,283,682
HOURS	REQUEST	
35		\$91,857
SUBTOTAL		\$91,857
35		\$63,768
35		\$59,261
35		\$60,306
35		\$61,658
35		\$59,023
37		\$49,156
35		\$42,095
35		\$47,962
35		\$42,097
35		\$47,487
SUBTOTAL		\$443,228
20		\$22,778
20		\$21,149
16		\$16,428
30		\$41,103
30		\$31,724
30		\$31,724
4		\$4,230
4		\$5,345
20		\$21,149
10		\$8,060
14		\$14,319
10		\$7,800
30		\$32,074
10		\$7,800
10		\$7,800
10		\$7,800
258		
SUBTOTAL		\$748,597
11		\$1,283,682

DEPARTMENT: LIBRARY PERSONNEL SHEET							
NAME	TITLE	FY2024 GR/STE	BUDGET RATE	REQUEST HOURS	\$1,327,038 REQUEST		
Beth Galloway	Director		\$ 51.99	35	\$94,613		
				SUBTOTAL	\$94,613		
S. Banister	Children's Librarian		\$ 36.09	35	\$65,681		
H. Fowler	Reference Librarian		\$ 33.54	35	\$61,039		
S. Leto	Circulation Librarian		\$ 34.13	35	\$62,115		
D. Bates-Tarrant	Technical Services Librarian		\$ 34.89	35	\$63,507		
A. Custer	VA Librarian		\$ 33.40	35	\$60,793		
E. LeBlanc	Library Accounts Manager		\$ 26.32	37	\$50,631		
M. Wilcox	Sr. Library Associate		\$ 23.82	35	\$43,358		
Beth Patch	Administrative Assistant		\$ 27.14	35	\$49,401		
CUSTODIAN			\$ 23.13	35	\$42,097		
REF ASST	Allison Picore						
VA ASST	Sue Witham		\$ 26.61	35	\$48,436		
				SUBTOTAL	\$456,525		
J. Parize	Library Technician - Adult Services		\$ 22.56	20	\$23,462		
L. McCulloch	Library Technician - Adult Services		\$ 20.95	20	\$21,784		
VACANT	Library Technician - Adult Services		\$ 20.34	20	\$21,151		
J. McNeil	Library Associate - Childrens		\$ 27.14	30	\$42,336		
S. Shenoy	Library Technician - Childrens		\$ 20.95	30	\$32,675		
C. Zarriello	Library Technician - Childrens		\$ 20.95	30	\$32,675		
M. Wilcox	Sr. Library Associate						
B. Patch	Administrative Assistant						
V. Evans	Library Technician - Childrens		\$ 20.95	4	\$4,357		
S. Witham	Library Associate - Childrens		\$ 26.47	4	\$5,505		
K. Pilakas	Library Technician - Childrens		\$ 20.95	20	\$21,784		
Taylor Dee	Page		\$ 15.81	10	\$8,221		
VA ASST							
VA ASST							
CIRC ASST	Jane Burrough						
CIRC ASST	Kathryn Hanna						
CIRC ASST	Ranjita Hedge						
Unfilled - Subs	Library Technician		\$ 20.26	16	\$16,856		
			\$ 15.50	10	\$8,060		
IANITOR			\$ 20.56	30	\$32,074		
PAGE			\$ 15.50	10	\$8,060		
PAGE			\$ 15.50	10	\$8,060		
PAGE			\$ 15.50	10	\$8,060		
PAGE		PAGE	\$ 15.50	10	\$8,060		
				SUBTOTAL	\$775,900		
				FY24 TOTAL	\$1,337,038		



The Positive and Negative Impact of Using Volunteers in Public Libraries

Gina Baber

July 2018

Contents

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4.0 Volunteers and Motivation	5
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6.0 The Librarian Identity: Deprofessionalisation	8
7.0 Conclusion	9
References	10

The Positive and Negative Impact of Using Volunteers in Public Libraries

1.0 Introduction

'Volunteers have long supported and provided highly valuable additional support, working alongside qualified and paid staff, and they should be acknowledged and valued for this role. They should also be given appropriate role descriptions, training and management. CILIP is opposed to job substitution where paid professional and support roles are directly replaced with either volunteers or untrained administrative posts to save money....If this happens services will suffer and will be unsustainable. What remains would be a library service unable to serve the community comprehensively, support people's information needs or provide everyone with the opportunity for learning and development.' (1)

The following essay is a discussion on the impact of using volunteers in Public Libraries. It will focus on the experiences of Library Professionals and Volunteers; and consider the overall effect of Volunteers on the Public Library Service.

Public Libraries are a vital resource, and according to the Public Libraries and Museums Act 1964, are a statutory requirement (2). Public Libraries are a centre for communities; a place for lifelong learning; and a sanctuary for the vulnerable, including the elderly, mentally disabled and homeless. Libraries improve accessibility to information; help to develop literacy and information literacy; and are a catalyst for social empowerment and social mobility:

'...A strong public library service is the foundation of a literate and inclusive society and a competitive knowledge economy.' (3)

There has been a change in the way many Public Libraries are being run. Cuts to funding have forced some Libraries to reduce their paid staff and introduce unpaid workers, resulting in a significant increase in volunteers in some areas: 'paid library staff fell by 5.3% from 18,028 to 17,064, volunteer numbers rose by 7.5% to 44,501.' (4)

2.0 The Librarian as Volunteer Manager

Managing a sizeable cohort of volunteers is a complex undertaking, and there are many aspects of management that need to be taken into consideration. These include: the challenges faced in training volunteers with little or no experience of library work; the varying reliability of volunteers (some can only commit to a few hours a week, or less, and they are often unable to commit to a regular shift pattern); and the effect volunteers have on staff morale, including staff who have seen colleagues made redundant, and who are being required to train volunteers who have replaced paid staff.

According to a 2017 review of UK Public Libraries, the top 4 challenges of using volunteers were as follows:

1. 82% The time investment that is needed to manage and support volunteers
2. 62% The time investment needed to recruit volunteers
3. 62% The level of commitment among volunteers
4. 58% The time needed to train new / casual users on systems (5)

The Government's 'Good Practice Toolkit' also reflects the need for constant and considered management of volunteers:

- a volunteer policy needs to be in place
- volunteer roles need to be agreed
- volunteers will require training for their roles
- volunteers require ongoing access to professional advice
- resources are needed to manage the volunteer roles (6)

After discussions with several Librarians and Library Managers, many examples of Volunteer Management responsibilities were highlighted. These included 'coming up with volunteer opportunities; writing role descriptions; creating & managing advertising; drafting Service Level agreements; obtaining references; DBS checks for certain roles; maintaining records; training; holding regular meetings; and hosting volunteer thank you events' (7)

The Volunteer Manager role is almost always performed in addition to an existing Librarian or Library Manager role. For example, Maria Bernal, who is the part-time Librarian and Volunteer Manager at Woodberry Down Volunteer-run Library (London Borough of Hackney), is also the Librarian at Homerton Library. Similarly, Sophia Richards, the Community Librarian for Children, Families, Learning and Outreach at North Somerset Council, also manages the Volunteer

programme in North Somerset (8). Inevitably, Librarians taking on these new responsibilities and often large numbers of volunteers, are frequently overworked and under a huge amount of pressure: '...We're open 39 hours a week. I had 5 part time staff, now I have one full time member of staff and 102 volunteers...most of whom volunteer for only 2 hours once a week...It's non-stop training and very tiring teaching 3 new people with minimal IT skills how to do frontline library work in 2 hour slot...the time it takes to train, the extra hours staff are putting in (unpaid, we don't get overtime) just so we can keep on top of our admin and line management responsibilities is exhausting.' (9)

When a Library relies on volunteers, consistent availability and reliability can be an issue. As volunteers do not have a contract in the same way a paid worker does, their attendance is not an obligation. This can lead to casual and sometimes erratic attendance, which can disrupt and put pressure on the rest of the workforce; as well as leading to valuable community group activities being cancelled, the library closing early, and the integrity of the service being damaged, '...volunteers typically are less bound to follow regular schedules or to work for extended periods of time...Limited, irregular schedules are ill suited for tasks needing frequent attention.' (10)

3.0 The Positive Effects of Volunteering: Social Empowerment and Social Mobility

Many volunteers are used in Community Outreach and Engagement roles, supporting paid staff and promoting the Library Service. Examples of these volunteer roles include: assistance with the Summer Reading Challenge; IT and Digital Literacy sessions; reading groups; and the Home Library Service for users who are unable to visit the Library due to a disability or ill health (11). As well as a desire to assist the Community, there can be many other reasons people volunteer. These can include volunteering as a way to improve self-confidence or sociability; to gain experience before applying for a paid position; or as a way of gradually integrating back into the workforce. Volunteering can have a positive effect on volunteers with learning difficulties; mental health issues; those dealing with loneliness, bereavement, social isolation and social anxiety; those dealing with unemployment and the struggle to find work or return to work; and those with extended periods of illness which have impacted on their confidence, self-esteem and motivation.

Interviewer: 'Have you had any positive feedback from volunteers on the voluntary work they do?

Community Librarian: 'I suppose the most obvious is those who have gone on to secure employment. One of the volunteers with autism secured a full time position with BT and couldn't thank us enough for giving him an opportunity to have an up to date CV and a reference. A volunteer who had been a social services manager had been claiming sickness following complications after childbirth. She hadn't been in employment for over 12 years and had significant anxiety issues. I worked with her, slowly re-introducing her to the safe library environment...Eventually she became a volunteer and developed the confidence to attend a counselling course. She is now working part-time in that field. (12)

4.0 Volunteers and Motivation

'Volunteers are fearful they will lose their libraries, so rather than be faced with that, people think of volunteering...I can understand...but they should never have been in the position to have to make that decision...Volunteers have a brilliant role to play in boosting capacity and outreach but they shouldn't be compelled to take over running the service.' (13)

Volunteers come from different professional or non-professional backgrounds, frequently with little or no experience of managing a Library. The view of the Library as a cultural hub and centre of the community, motivates volunteers to keep the service running; often with limited resources, shorter opening hours and few or no professionally trained Library staff.

As mentioned previously, reliance on volunteers can be problematic for several reasons; and motivation is a particularly powerful influence on reliability and retention. The initial determination to 'save' a Library may be an 'intrinsic motivation,' built on a strong and focused desire to keep the Library open; and the idea that this is a positive and important act. Initially, volunteers may feel that they are taking control and managing change effectively.

This action is also a result of an 'extrinsic motivation' and 'external pressures' upon the volunteer or voluntary group, caused by the potential closure of the Library.

Volunteering must be 'a choice freely made by an individual...both the volunteer and the organisation that the volunteer works with should benefit from the relationship; and the contribution of volunteers should be recognised.' (14)

The initial motivation of the volunteer to make a difference or improve the situation may decrease, when external pressures become increasingly evident and their free choice as a volunteer becomes more of an obligation or 'social coercion.' (15) External pressure may also come from volunteers having to take on more work than they were initially able to, and outside their capabilities. Untrained volunteers may not be able to cope with increased and unattainable expectations and workload. As a result, demotivation could occur as follows:

1. The reduction in paid professional Library staff could result in a lack of support and training for volunteers
2. This constraint on volunteer training and development could then result in volunteers feeling isolated or unable to fully assist Library Users
3. A lack of training and consequent limited understanding of information resources, could result in lower levels of self-confidence in volunteers; leading to frustration and disappointment that they are unable to fulfill the role
4. Frustration and negative feedback from library users, unable to receive the information or services they require, could result in a volunteer feeling that they are no longer in control
5. As a result of this lack of control, a volunteer may develop a negative association with the workplace and volunteer role. Volunteers may feel anxious, defiant, and demotivated; ultimately leading to amotivation and them leaving the volunteer position (16)

It is important to provide volunteers with consistent and thorough training and support, as well as a variety of tasks that suit their individual skills and experience '...having managed volunteers myself, I'm very aware that you have to make sure people are happy, stimulated, befriended and given a cup of tea and a chance to sit down and chat. Also, if they're there for the long term, they need some autonomy over a task (this has to be appropriate for their level of ability), and a chance to change up tasks and routines when they get bored (or they'll get burned out)' (17)

Paid and unpaid staff require professional and personal development, including positive and constructive feedback and staff appraisal. If a volunteer does not receive consistent feedback and encouragement, they may feel undervalued. Similarly, if a working environment is hostile, isolating, apathetic, or not stimulating for a worker or volunteer, there will be little or no incentive to achieve goals. Problems may also occur when the paid workforce feel undermined or threatened by the increased use of volunteers. With many paid professionals losing their jobs or

facing redundancy, there is a definite sense of unease, and sometimes a lack of respect or understanding from both paid staff and volunteers:

'...without a doubt, many of the volunteers do not value nor respect our experience....It's obvious that most of the volunteers don't really know or understand what public library staff do. They aren't intending to start a career in libraries, they haven't spent a lot of time thinking about it in the same way an applicant for a job vacancy would.' (18)

5.0 Diversity: The Effect on Service

Interviewer: Do you think Equality and Diversity are fairly represented in Libraries that rely on volunteers?

Library Manager, Wirral: NO! The vast majority of our volunteers are elderly, white & middle-class/ retired teachers, engineers etc. (19)

Community Librarian, Conwy County Borough Council: 'My experience is that I haven't seen someone from an ethnic minority, with a disability or anybody under the age of 60 volunteering. The simple answer therefore is no! However, I don't think libraries are doing enough to attract these groups anyway and our users remain older retired and white and those with young children. That's leaves a huge part of the population!' (20)

Another issue with Volunteer recruitment, is the lack of equality and diversity amongst volunteers recruited. This lack of equality and diversity can have an impact on the relationship between the volunteer and Library user; and the quality of the service provided. The less diverse the workforce, the less diverse the range of knowledge; experience and understanding of different cultures; attitudes; beliefs; and lifestyles. A lack of diversity, coupled with little or no understanding of information literacy, may ultimately lead to a biased or limited information service provision. Volunteers may be unaware of appropriate data protection laws and copyright, for example; and be unaware of the most efficient, accurate and ethical ways of finding information, such as using the most current databases to search for medical information. Volunteers may also have little or no experience of how to manage the needs of a user with specific learning needs, a disability, or mental illness. It is important for a Public Library to employ professional staff to maintain as balanced and fair a service as possible, '...public librarians should provide expert assistance and advice to users as a public service without prejudice against persons and without a hidden motive of staff affecting search results...public

librarians have an obligation to protect and promote the rights of every individual to have free and equal access to sources of information without discrimination.' (21)

6.0 The Librarian Identity: Deprofessionalisation

'What the profession needs to be vigilant of and something that should be challenged is appointing candidates to post as 'librarian' or equivalent without qualification or the need to pursue one. Regardless of the rights or wrongs of volunteer libraries it is the responsibility of all of us in the profession to uphold the integrity of what it means to be a qualified librarian. Anything else fundamentally undermines the concept of professional Librarianship' (22)

Library volunteer roles are sometimes given titles with a professional association, for example 'Marketing Assistant', Library Ambassador' and 'Library Events Facilitator,' which suggest a more serious position, with greater responsibility; and may result in an increased level of commitment from the volunteer. The language used can be encouraging for Volunteers, but problematic in its confusion with professional roles. Job titles used on the 'Volunteering Wales' website, for example, include 'Assistant Librarian' and Library Administrator.' The requirement for the 'Assistant Librarian' role requests that the volunteer has 'no particular skills, and training will be given.' The role involves 'talking to the public and using the computer to log books in and out.' (23) Language and role descriptions like this, are in danger of undermining the view of the Library Professional. Many people who have worked as a Librarian or are working towards a professional role, have extensive practical experience, training, knowledge and skills - the Librarian role is far more complex and exhaustive than this simplified job description suggests. Deprofessionalisation is hugely problematic, and volunteers are rarely able to take the place of a trained information professional '...The shift towards volunteer-run libraries also promotes the misconception that being a librarian is not a profession. Working in a library isn't just about flicking a date stamp about and re-shelving a few books...' (24)

Some Public Libraries do not believe in the importance or necessity of qualified Library staff, and the retail customer service model is often favoured over the knowledge and professionalism of a Librarian '...Being a qualified librarian is desirable, but not essential for front line staff. Also, a colleague was telling me recently that "..."*CILIP's own research shows that only 46% of those polled think that librarians provide trustworthy information. This does put librarians in the top 5 professional nationally, but at the same time it's not a full endorsement either*"...' (25). It was interesting to hear that the Idea Store do not use volunteers, believing that '...services are

lessened by the use of volunteers, so Idea Store do not take on volunteers to do the work of professional, trained staff.' (26) There appears to be an awareness of the current situation, where volunteers have been frequently replacing professional staff; but one cannot help but feel that management is missing out on valuable expertise, knowledge and service development potential by not employing qualified Librarians.

7.0 Conclusion

'We, as members of the public, deserve better. We deserve (and are legally entitled to) a library service that delivers not only books but is a free public access point to information. We deserve someone qualified in knowledge and information management who is best able to provide that service – and that's a real librarian.' (27)

The general view amongst Library Professionals and many users, seems to indicate that replacing paid professional staff with volunteers will result in a lower quality service provision. Volunteers should, where possible, only be used to support experienced, qualified staff. Volunteers are a positive addition to a workforce, when used to support certain activities, but should not be relied on to run a Library service '...experience would suggest that the most effective use of volunteers is to support paid staff in delivering specific activities (storytimes, job clubs, reading schemes, etc.), rather than taking on the day-to-day logistics of running a library' (28). Personal experience of using (or attempting to use) a volunteer-run Library, has been problematic and disappointing, with the Library in question frequently closing early, or being unable to open due to lack of volunteer availability. For users reliant on accessing resources, including computers and internet access, this can be greatly inhibiting and frustrating. The impression created, is one of an inefficient Library Service - a service that is unreliable and non-functioning. Ultimately, the user may be forced to look elsewhere for information and resources; and the trust in the service is reduced. Reduction in paid professional staff and reliance on volunteers, also has an impact on the availability and discovery of accurate and balanced information sources; and there may be issues with volunteers' inexperience with intercultural competences and diversity.

Volunteers can be used in a positive and effective way, and volunteering can have a positive impact on those who volunteer. In a Public Library context however, volunteers need to be

managed carefully. Where possible, they need to support and not undermine professional paid staff; and they need to be offered regular training, support and feedback.

Volunteers should not be expected to take on the responsibility and workload of experienced, trained Information Professionals. There should be a clear distinction between the role of a volunteer in supporting the Library service, and representing it entirely. Evidence shows that volunteer-run libraries are not sustainable, and cannot run in an efficient, freely accessible and wholly ethical manner. Leadership and management from paid professionals is essential in maintaining the standard of a Public Library service. Without paid information professionals working as true representatives of the service, perception of Public Libraries will be further degraded and the public may lose an important resource capable of empowering and mobilising individuals and communities.

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